RETAIL STUDY

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

Prepared For:

THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

Dated: November 28, 1989

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91-00715/

February 2, 1990

Regional Municipality of Ottawa-Carleton
Planning Department
222 Queen Street
Ottawa, Ontario K1P 5Z3

Dear Sirs:

RE: RETAIL MARKET STUDY - 1989

We are pleased to submit to you this comprehensive retail market analysis of the Regional Municipality of Ottawa-Carleton (RMOC).

Our research included a thorough review of the existing retail structure, as well as an analysis of the changes which have occurred since the last major retail study was conducted for the RMOC in 1984.

In order to understand the actual current shopping patterns of regional residents, we interviewed some 3,000 shoppers at 9 shopping centre locations, and conducted an additional 800 in-home interviews with a random sample of RMOC residents.

Our findings and recommendations are consistent with those contained in our 1984 study for the RMOC. Between mid-1989 and 1994, approximately 2.5 - 3.4 million square feet of additional retail and service space is warranted in the Region. This should increase to 5.9 - 6.7 million square feet by the year 2001, based on two alternative population scenarios.

The recommended retail distribution will result in an orderly development providing an appropriate service level to all residents of the Regional Municipality of Ottawa-Carleton.

We appreciate the opportunity of conducting this very comprehensive research study for the Municipality, and look forward to reviewing our findings and recommendations with you.

Yours very truly,
LARRY SMITH & ASSOCIATES LTD.

Hermann J. Kircher
President

Encl.

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INTRODUCTION

This retail study has been prepared for the Regional Municipality of Ottawa-Carleton (RMOC) and is dated November Twenty-Eighth, Nineteen Hundred and Eighty-Nine. The main purpose of this study is to determine the retail expenditure patterns of RMOC residents and to establish the amount of commercial space warranted in the region in future years. Furthermore, we have estimated the distribution of this space by major store category and level of the retail hierarchy. We have also addressed a number of specific issues, including:

- The residual demand for Department Store Type Merchandise (DSTM) stores and supermarket space in the Regional Municipality of Ottawa-Carleton.
- The need to protect the retail function of the Town Centres of the urban centres.
- The influence of retail activities in the L'Outaouais Region on Ottawa-Carleton residents' shopping patterns.
- The retail function of the Central Area.
- The role of tourism in the Ottawa-Carleton retail structure; and
- The appropriateness of Gross Leasable Area (GLA) thresholds established in the Region's Official Plan for regional, community and neighbourhood shopping centres.
- A review of the present and anticipated trends in the retail sector.

This market analysis is similar to a previous study conducted for the RMOC by Larry Smith & Associates Ltd. in 1984.

The background statistical material contained in this report is based on published Federal and Provincial data as well as information provided by the RMOC, its constituent municipalities, and extensive field investigations undertaken by this firm.

The study method is similar to that employed in other market analyses which Larry Smith & Associates Ltd. has undertaken in Canada, the United States, Europe and various other areas during the past. Its effectiveness has been proven in more than a thousand research studies and comprises both quantitative and qualitative analyses.

The present study entailed over 3,000 customer interviews at nine shopping centres throughout the Region of Ottawa-Carleton. Furthermore, some 800 in-home consumer surveys of RMOC residents were undertaken to determine their retail expenditure patterns. Finally, we have compiled a comprehensive inventory of the current retail space in the Region as well as in the Quebec communities of Aylmer, Gatineau and Hull. This data has enabled us to evaluate the retail structure of the Region and aided in determining the most effective framework for development in future years.

The results of this study may be used as a guide to future retail planning in the RMOC under recognition of the stated assumptions. The level of detail in this study is sufficient to guide planning at the regional level. Caution should be used, however, when applying the results of this study to small geographic areas within the region.

Major Assumptions

In any study requiring estimates of future conditions, it is necessary to make certain specific assumptions. These have been stated at the appropriate places in the following text. In addition, there are a number of underlying and basic assumptions upon which the validity of the findings and recommendations presented in this study depend. Based on our considerable and long-term experience in the retail planning process, we recognize and appreciate the problems associated with making broad and generalized assumptions about future conditions. Undoubtedly, deviations from historic and current trends will take place in the future. Basic assumptions are required, however, regarding the possible extent of such deviations if any planning to serve the future market conditions and needs is to be practiced at all. Acceptance of these basic assumptions generally demands that they be realistic in the sense that they reflect reasonable expectations, given the current information base. These basic and underlying assumptions are stated below:

(a) During the period covered by this study, a reasonable degree of economic stability will prevail in Canada, the Province of Ontario and specifically in the Regional Municipality of Ottawa-Carleton.

(b) The historic data used in this study for population, income and expenditures has been obtained from Statistics Canada Publications which have been footnoted where used. This data is considered accurate for the purposes of this study.

(c) The future estimates of population contained in this analysis have been provided by the Regional Municipality of Ottawa-Carleton Planning Department. We have made no separate evaluation of the validity of these projections. Should major deviations from these estimates arise, it will be necessary to analyze the effect of such changes on the future retail market structure of the region.

(d) All references to the Canadian dollar dealing with the present or future periods, reflect its 1989 value. References for prior years are made in current dollars. It is recognized that fluctuations in the absolute value and purchasing power of the dollar will occur during the period covered by this report. It is assumed, however, that the relationships between per capita income and expenditure levels and the value of the dollar and store operating levels will remain more or less constant during the period analyzed. Since this report deals with future space additions, inflation has been disregarded since it has no influence on the physical space used in retail facilities.

(e) In this analysis, when discussing future space requirements, sales volume transfers from one store or retail centre to another, relocation of stores or new space warranted due to economic obsolescence have not been recognized.

(f) All statistics concerning building size and lot area have been represented in imperial measurement. This is because square feet and acres continue to be the usual standard form of measurement in the real estate industry. The following factors should be used to convert imperial measurements to their metric equivalents:

1 Foot = .3048 Metres
1 Square Foot = .0929 Square Metres
1 Mile = 1.6093 Kilometres
1 Acre = .4047 Hectares

If, for any reason, major changes should occur which influence the basic assumptions stated above, the recommendations contained in this report should be reviewed in light of such changed conditions and revised, if necessary.

SUMMARY OF FINDINGS AND RECOMMENDATIONS

The following paragraphs provide a short summary of the major findings and conclusions of this study. There is a substantial amount of statistical data contained in this analysis which has not been included in the summary in order to limit its complexity. The detailed reasoning and background material for each of the factors discussed below is contained in the main body of the text.

SUMMARY OF FINDINGS

This study follows a similar research method as that prepared by Larry Smith & Associates Ltd. for the Regional Municipality of Ottawa-Carleton (RMOC) in 1984. The main purpose of this study is to determine the amount of new commercial space warranted in the RMOC by 2001. In addition the distribution of this space by shopping centre type has been considered. While specific elements of the retail environment have changed in the interval between the two studies, the basic conclusions remain similar with regard to the horizon year 2001.

Regional Setting and Economic Base

The region being studied consists of the entire Regional Municipality of Ottawa-Carleton. This Region is comprised of the Cities of Ottawa, Nepean, Gloucester, Kanata, and Vanier, the Village of Rockcliffe Park and the Townships of Cumberland, Rideau, Goulbourn, Osgoode and West Carleton. The RMOC is situated on the south bank of the Ottawa River, opposite the Quebec Municipalities of Hull, Gatineau and Aylmer. It is located approximately four fours driving time or one hour's air travel from Toronto and less than two hours driving time from Montreal. As the nation's capital, Ottawa benefits from a significant influx of business travellers and tourists from across Canada and abroad.

The Region is served by a major east-west expressway (The Queensway) as well as an integrated network of major highways, arterial roads and a limited access Parkway System. It is also served by an extensive modern public transit system. The major shopping centres in the region tend to be located at or in close proximity to The Queensway. Public transit consists of a comprehensive bus based transit system, Ottawa-Carleton Transportation Commission (OC Transpo), which includes a number of exclusive transit rights-of-way (transitways). All major Shopping facilities in the region have on-site bus service. A number of major transportation proposals will upgrade both the road network and the transitway system in keeping with expected future demand.

As the Capital of Canada, the Ottawa economy is very much influenced by the presence of the Federal Government. The manufacturing sector has not traditionally played a dominant role in the Ottawa-Carleton economy. It has, however, demonstrated stability and potential for expansion. Growth in this sector is linked to the attraction of high technology and research firms to the local area.

RMOC Population

Based on the Canadian Census, the Region's population has increased by some 118,000 persons since 1976 representing an average annual increase of just over 9,000 persons per year. The 1989 population is estimated by RMOC Planning Officials at 638,300. Since 1981, the RMOC has experienced an average growth rate of over 11,000 persons per year.

The majority of recent residential growth has occurred outside the Greenbelt, in Kanata, Orleans, and in the Nepean community of Barrhaven. Opportunities for residential development inside the Greenbelt are declining although new subdivisions towards the southeast are still being developed.

Two sets of population projections were prepared by the RMOC Planning Department for input into this study. The first set, on which the Region's Official Plan is based, is very conservative in light of current trends. The second set is more realistic given the amount of residential development which has occurred since 1981. Together these two projections provide a reasonable range on which to base future demand for commercial facilities.

Assuming the low growth scenario (i.e. the Official Plan based projections), the Region's population is expected to reach 725,000 by 2001, representing an average annual increase of approximately 7,200 persons. Using the higher growth assumptions, the RMOC population will reach 775,000 by this date, while achieving growth in the order of 11,400 persons per year.

Per Capita Incomes and DSTM Expenditures

Based on Statistics Canada, National Income and Expenditure Account data, the Census of Canada and Taxation Statistics, the 1989 average per capita income in the Region is estimated at $27,780. This income level is 20.8% above the Ontario average. On a sector basis, incomes range from $23,690 in the southwest rural portion of the Region to $29,210 in the Ottawa Central Area.

Per Capita Expenditures on department store type merchandise (DSTM) in the Region averaged $2,815 in 1989. The total DSTM potential in the region is calculated at $1,796.3 million. Based on the projected population and real growth in expenditures, the total DSTM potential available from RMOC residents only is expected to increase by some $606.2 million by 2001 under the low growth scenario, and by $770.1 million using the high growth assumptions.

The Retail Hierarchy

There are presently four regional and sixteen community shopping centres serving the region's population. The largest centre is the Rideau Centre located in the downtown core. With over 1.2 million square feet of gross leasable area (GLA), Rideau Centre is a major attraction for both local residents and tourists. The other three regional centres, Carlingwood, Bayshore and St. Laurent are all at suburban locations within the Greenbelt. The first regional centre to be located outside of the Greenbelt will be Place D'Orleans which is presently being expanded from a community centre to regional centre status.

The retail inventory for the RMOC comprises 8.2 million square feet of DSTM space and 1.6 million square feet of supermarket space. The total amount of retail/service space in the region is estimated at approximately 18.0 million square feet. This represents some 28.18 square feet per capita, a slight increase over the 1984 ratio determined by the previous study of 27.24.

The retail space vacancy rate in the region stands at 4.3%, which is near the normal 5.0% vacancy level indicative of a balanced commercial market in a metropolitan region.

Twelve traditional and seventeen junior/discount department stores are operating within the RMOC with a combined size of 3,036,000 square feet. Traditional, department store chains in the Region include Eaton's, The Bay, Sears and Robinson's-Ogilvy's. Junior/Discount stores operating locally are Zellers, Towers, Woolco, K-Mart and the M-Store. No new department stores have been added in the region since the previous Retail Study was conducted in 1984.

The Retail Function of the Central Area

The Ottawa Central Area continues to be the dominant location for retailing in the region. Based on the results of the consumer survey, the Central Area captures over 30.0% of all RMOC residents' fashion expenditures and almost 20.0% in the "Other specialty DSTM" category. In addition, the three traditional downtown department stores attract about 24.3% of all traditional department store expenditures by the local population. The downtown area, in particular Sparks Street, Rideau Centre and the Byward Market represents the major focus of tourist and visitor shopping in the region.

Despite its present position at the top of the retail hierarchy, the downtown core has seen its strength eroded, to some extent, in recent years. This has occurred largely because almost all new commercial development is occurring in suburban locations. Since 1984, the total amount of DSTM retail space in the downtown area has declined, although we estimate that this has been offset by an increase in the leasable area occupied by services, such as restaurants, fast food establishments, night clubs, hair salons and similar service facilities. The growth in these activities has been necessary to serve the expanding downtown office workforce as well as the strong downtown tourist market.

Tourist Based Retail Expenditures

The total number of person trips to Ottawa in 1989 has been estimated by the National Capital Commission at over 3.9 million, an increase of 9.3% over the previous year. Visitors to the region tend to have different expenditure habits than the local population. Consequently, tourists support retailers and merchandise lines that would not be warranted by the local population alone. Many of the specialty boutiques in the By-Ward Market area fall into this category.

We estimate that tourists support approximately 850,000 square feet of DSTM space in the Ottawa-Hull area, or about 8.5% of the total. Expenditures by residents from outside Ottawa Hull vary according to the individual shopping node, with downtown Ottawa capturing by far the largest share of non-local dollars. For the downtown area as a whole, we estimate that between 20.0% and 30.0% of retail sales originate from outside the Ottawa-Hull area. For the By-Ward Market and Sparks Street the inflow from outside the area is somewhat higher.

TABLE A

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF ADDITIONAL FUTURE SPACE
(Square Feet GLA)

Category	1994(1		2001	
DSTM	Low Projection	High Projection	Low Projection	High Projection
Department Stores				
Traditional	349,000	448,000	732,000	910,000
Discount	271,000	349,000	565,000	701,000
Non-Department Store DSTM	754,000	1,054,000	1,957,000	2,512,000
Total DSTM	**1,374,000**	**1,851,000**	**3,254,000**	**4,123,000**
Food Stores				
Supermarkets	138,000	217,000	349,000	492,000
Specialty Food	72,000	113,000	181,000	254,000
Total Food	**210,000**	**330,000**	**530,000**	**746,000**
Other Retail				
Selected Automotive	170,000	234,000	405,000	522,000
Home Improvement Centre	84,000	115,000	200,000	257,000
Liquor/Beer/Wine	44,000	61,000	106,000	136,000
Total Other Retail	**298,000**	**410,000**	**711,000**	**915,000**
Services				
Eating and Drinking	347,000	478,000	829,000	1,066,000
Personal Services(2	123,000	169,000	294,000	378,000
Financial Services	108,000	149,000	259,000	333,000
Total Services	**578,000**	**796,000**	**1,382,000**	**1,777,000**
TOTAL SPACE(3	2,460,000	3,387,000	5,877,000	7,561,000

SOURCE: Larry Smith & Associates Ltd.

1) Includes space under construction as of Mid-1989.
2) Includes items 94 - 99 in Appendix L.
3) Total space does not include medical/dental and other store front offices, entertainment facilities and community services.

RECOMMENDATIONS

The facing table indicates the warranted additional retail and service space for the Region of Ottawa-Carleton to the year 2001. The DSTM and food space identified on this table and throughout this study has been based on the results of a detailed residual analysis. As can be seen from this table, by 2001 sufficient demand will exist for between 5.9 and 7.6 million square feet of additional commercial space in the region. Approximately 55.0% of this space should comprise DSTM facilities. Some 10.0% could be occupied by supermarkets and specialty food stores, while 23.0% should be comprised of eating and drinking establishments and other services. Twelve percent should be devoted to other retail facilities such as selected automotive outlets, home improvement centres and liquor/beer/ wine stores.

Before discussing these recommendations in detail, it is necessary to emphasize three points. First, the facilities identified on the facing table represent only retail and service space. In recent years other space uses have become integrated into major shopping centres. These would be in addition to those outlined on the facing table, and could include:

- Offices, health courts, and store front units occupied by real estate agencies, accounting firms, travel agencies etc.
- Entertainment facilities, including amusement parks, movie theatres, fitness clubs, bowling alleys, billiard parlours etc.
- Community services such as libraries, post office outlets, day care facilities, government services, and similar facilities.

Secondly, the space identified on the facing table represents facilities which could be supported at specific points in time, i.e. 1994 and 2001. Major shopping centres are occasionally developed prior to full market maturity. This may be done for competitive, cost, or long term planning reasons. Thus, short term periods of "oversupply" may exist. Similarly, because retail facilities often require a certain threshold population before they can be built, newly developing communities may be "understored" in the short term. Such short term fluctuations are usually limited to 1 - 2 years.

On the following tables, the warranted commercial space for the years 1994 and 2001, has been distributed to the various levels of the retail hierarchy for both the low and high growth scenarios. This distribution has been based on a number of factors, including:

- Our understanding of the existing distribution of retail and service space within the region, as determined by the existing inventory of competitive space;
- Our knowledge of viable space distributions for regional and community centres; and
- An understanding of existing and future trends in the retail sector as outlined in the Appendix section.

As can be seen from these tables, based on the more realistic high growth scenario, we would anticipate sufficient demand in 2001 for approximately 2,760,000 square feet of regional shopping centre space, 1,451,000 square feet of community shopping centre space, 765,000 square feet in the downtown core (excluding the Rideau Centre) and 2,585,000 square feet at all other locations. This space would be in addition to that already existing in the Region.

Regional Shopping Centres

In the context of the RMOC, a regional shopping centre is defined as a retail facility comprising a minimum of 500,000 square feet of gross leasable area, including two or more major non-food anchors occupying a minimum of 250,000 square feet, usually with an enclosed mall. Such an establishment would have a drawing power on customers which extends well beyond the boundaries of the municipality in which it is located.

TABLE B

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF ADDITIONAL FUTURE SPACE
BY SHOPPING CENTRE TYPE
LOW POPULATION PROJECTION

	1994				
	Regional Centre	Community Centre	Other Downtown(1	Other Locations	Total
Department Store					
Traditional	349,000	0	0	0	349,000
Discount	131,000	140,000	0	0	271,000
Non-Department Store DSTM	300,000	100,000	100,000	254,000	754,000
Food Stores	20,000	90,000	20,000	80,000	210,000
Other Retail	50,000	50,000	10,000	188,000	298,000
Services	150,000	70,000	100,000	258,000	578,000
Total	1,000,000	450,000	230,000	780,000	2,460,000

	2001				
	Regional Centre	Community Centre	Other Downtown(1	Other Locations	Total
Department Store					
Traditional	732,000	0	0	0	732,000
Discount	225,000	340,000	0	0	565,000
Non-Department Store DSTM	800,000	300,000	250,000	607,000	1,957,000
Food Stores	50,000	200,000	75,000	205,000	530,000
Other Retail	100,000	150,000	20,000	441,000	711,000
Services	403,000	150,000	300,000	529,000	1,382,000
Total	2,310,000	1,140,000	645,000	1,782,000	5,877,000

SOURCE: Larry Smith & Associates Ltd.

1) Excluding Rideau Centre.

TABLE C

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF ADDITIONAL FUTURE SPACE
BY SHOPPING CENTRE TYPE
HIGH POPULATION PROJECTION

			1994		
	Regional Centre	Community Centre	Other Downtown(1	Other Locations	Total
Department Store					
Traditional	448,000	0	0	0	448,000
Discount	150,000	199,000	0	0	349,000
Non-Department Store DSTM	400,000	150,000	150,000	354,000	1,054,000
Food Stores	30,000	120,000	30,000	150,000	330,000
Other Retail	50,000	80,000	10,000	270,000	410,000
Services	200,000	100,000	150,000	346,000	796,000
Total	1,278,000	649,000	340,000	1,120,000	3,387,000

			2001		
	Regional Centre	Community Centre	Other Downtown(1	Other Locations	Total
Department Store					
Traditional	910,000	0	0	0	910,000
Discount	250,000	451,000	0	0	701,000
Non-Department Store DSTM	1,000,000	400,000	350,000	762,000	2,512,000
Food Stores	50,000	250,000	75,000	371,000	746,000
Other Retail	100,000	150,000	20,000	645,000	915,000
Services	450,000	200,000	320,000	807,000	1,777,000
Total	2,760,000	1,451,000	765,000	2,585,000	7,561,000

SOURCE: Larry Smith & Associates Ltd.
1) Excluding Rideau Centre.

Based on the detailed analysis conducted in this study, the following new regional shopping centre projects could be accommodated in the RMOC during the study period:

- The expansion of Place D 'Orleans to a regional shopping centre, presently under construction. This project will include two traditional department stores and 200,000 square feet of ancillary space.
- A proposed regional shopping centre of up to 750,000 square feet at South Keys, which may be developed prior to 1994, possibly in two stages with Phase I comprising about 450,000 square feet.
- The phased development of a regional shopping centre in Kanata. The first phase could be developed as community shopping centre prior to 1994. The remaining space could be developed by 2001.
- An additional regional centre outside the Greenbelt in the south. The most likely location would be in the South Urban Centre. A full regional facility may not be warranted until the end of the study period, however, a smaller initial phase, possibly at the community centre level, may open prior to this date.

We would stress that the recommended space distribution does not preclude the expansion of existing regional centres such as St. Laurent presently underway, although the merits of the specific expansion plans must be judged on a case by case basis.

Community Shopping Centres

The area of influence for a community shopping centre is less than that of a regional centre, although depending on its location, it could draw support from several municipalities. In the RMOC, community shopping centres range in size from the 121,200 square foot K-Mart Centre in Bells Corners to the 319,500 square foot Billings Bridge Plaza. The average size is 201,000 square feet. Of the sixteen community shopping centres in the region, eight have enclosed malls. Junior department stores anchor all but three of the existing community centres. Traditional stores are the major non-food tenants at Shoppers City East and Billings Bridge Plaza, while a Pascals Hardware store represents the non-food anchor at the recently constructed Gloucester Centre. Most of these centres also contain at least one supermarket. The definition of a community shopping centre is complex because of the many functions it may perform. We would also note that some community shopping centres, such as Place D'Orleans could represent the initial phase of a regional shopping centre. For this reason, the planning of community shopping centres should be considered with great care as these may have future regional implications.

For planning purposes, a community centre should be defined as a planned retail development of between 150,000 and 350,000 square feet. As opposed to a specialty development or a highway commercial strip plaza, a community centre should draw the majority of its support from the immediately surrounding residential area. It should contain a major convenience anchor, such as a supermarket or a drug warehouse, as well as at least one major non-food anchor. Other tenants which would be appropriate for inclusion in a community centre include public facilities such as a library, a day care centre, or a post office outlet; a fitness club; a movie theatre, and auto service facilities, among others.

We have indicated a demand for between 450,000 and 649,000 square feet of community shopping centre space by 1994. By 2001, between 1,140,000 and 1,451,000 square feet could be developed. This would represent five to seven community shopping centres of between 150,000 and 350,000 square feet by 2001. These could be anchored by a junior department store and a supermarket, although in recent years other potential anchors have emerged. These include Home Improvement Centres, hardware stores, drug warehouse stores, major toy stores, and hypermarkets, among others. Some new retail developments which would initially be classified as a community centre could be expanded at a later stage, based on market needs, to regional status.

We would note as well that some of the existing community centres in the Region are older facilities which require modernizing and expansion, to improve service to their markets. The space identified in both 1994 and 2001 could accommodate the expansion of a number of these centres, although each proposal must be judged on an individual basis.

The Downtown Core

For the downtown core (excluding Rideau Centre) we have recognized the addition of between 645,000 and 765,000 square feet by 2001. This range should be treated as a likely development scenario, but should in no way be considered as a planning goal, nor should the higher figure be regarded as a maximum. We would not place any restriction on the building of retail space in the downtown area. For the most part, developable sites for future commercial development downtown are limited. For this reason, the developers of strategically located downtown properties should be encouraged to add quality retail facilities whenever possible, particularly in conjunction with office or mixed-use developments. The space identified for downtown by 1994 would accommodate both the development of the World Exchange Plaza and the renovation of the Daly Building, both of which could contain significant retail components.

Other Locations

A significant amount of retail space, 1.8 - 2.6 million square feet, has been identified for locations other than typical shopping centres or downtown. Much of this space will be service oriented, providing for local needs. It also includes large space, single tenant buildings such as automotive service stores, furniture warehousing or home improvement centres. Some of this space may be used for new types of centres i.e. single purpose retail agglomerations or power centres.

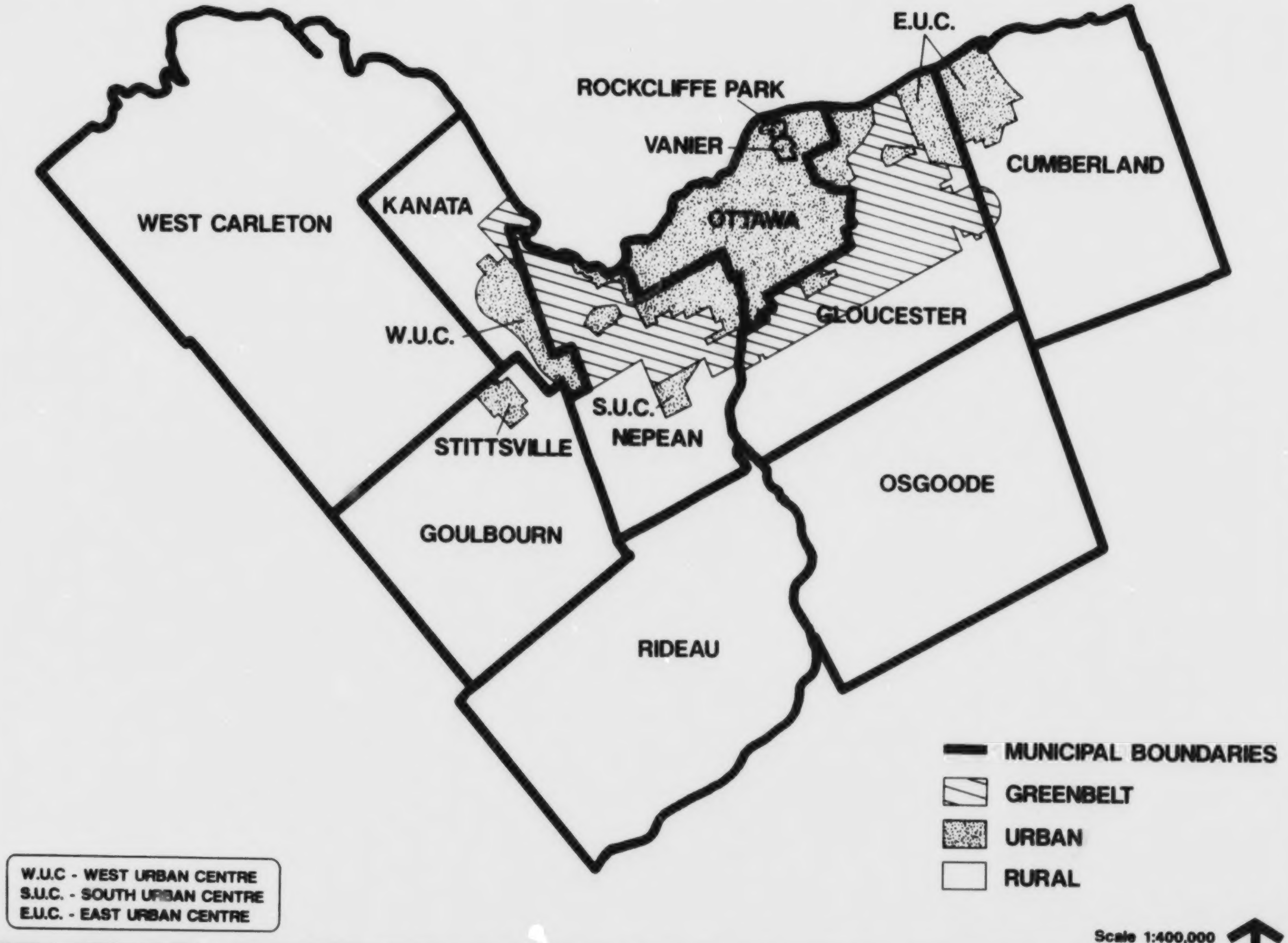
Conclusion

In total, we have identified a demand for between 5.9 and 7.6 million square feet of new retail and service space in the region by 2001. Because over 50.0% of population growth, between 1989 and 2001, is expected to occur in Kanata and Orleans, it is likely that a large portion of this space will be absorbed by these two suburban communities. After 1994, the portions of the region outside the Greenbelt to the south will also receive a significant influx of population. At that time, major commercial developments can be considered in that area. The remainder of the space should be comprised of new facilities and expansions to existing ones throughout the RMOC based on market needs in specific areas.

SECTION I

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON PHYSICAL SETTING AND ECONOMIC BASE

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON AND SUB-REGIONAL AREAS


WEST CARLETON
KANATA
W.U.C.
STITTSVILLE
GOULBOURN
ROCKCLIFFE PARK
VANIER
OTTAWA
S.U.C.
NEPEAN
GLOUCESTER
E.U.C.
CUMBERLAND
OSGOODE
RIDEAU
MUNICIPAL BOUNDARIES
GREENBELT
URBAN
RURAL
W.U.C - WEST URBAN CENTRE
S.U.C. - SOUTH URBAN CENTRE
E.U.C. - EAST URBAN CENTRE
Scale 1:400,000

SECTION I

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON PHYSICAL SETTING AND ECONOMIC BASE

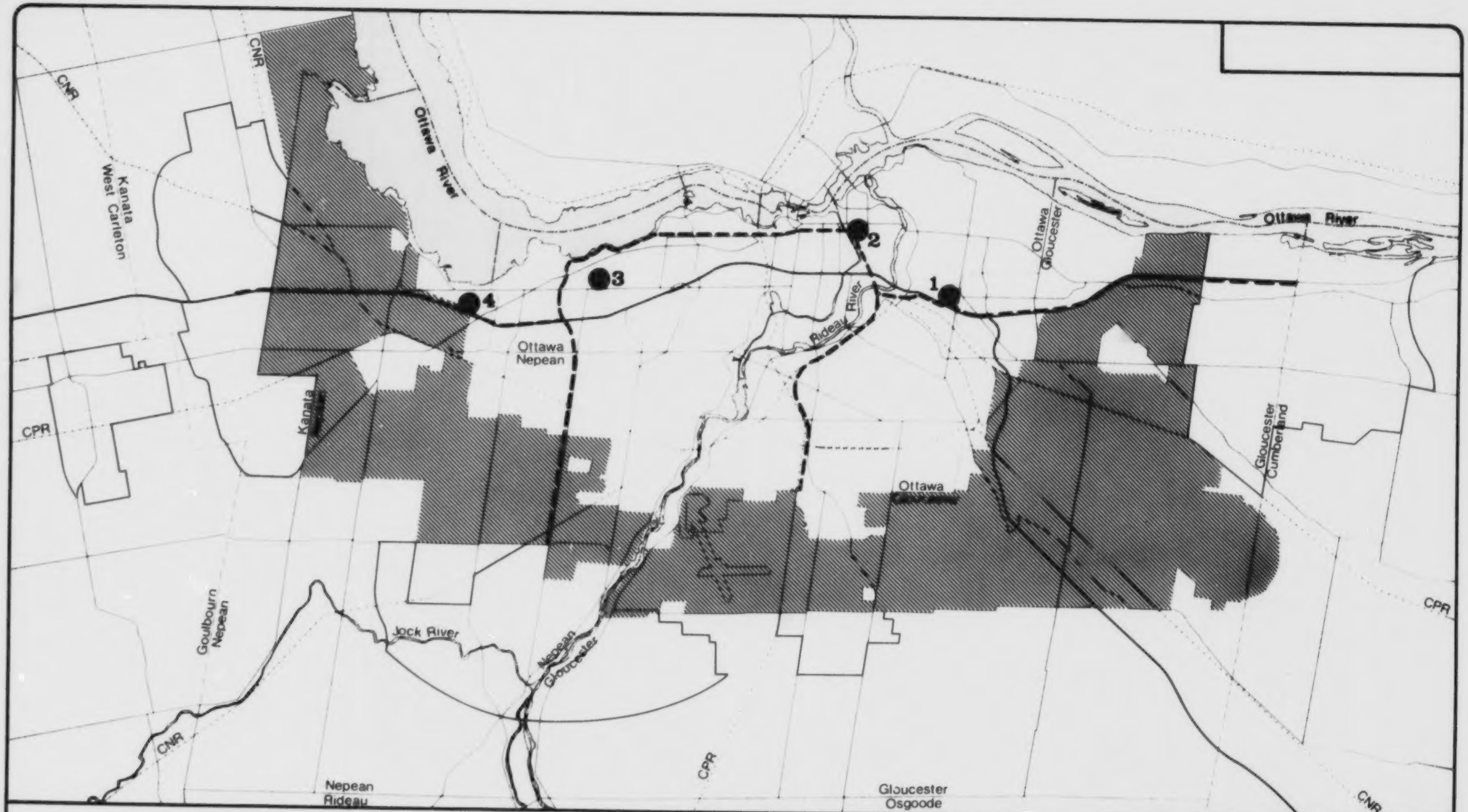
In this section we discuss briefly the physical setting of the Regional Municipality of Ottawa-Carleton, the transportation system, and economic base.

Physical Setting

The Regional Municipality of Ottawa-Carleton (RMOC) is situated on the south bank of the Ottawa River directly opposite the Quebec Municipalities of Hull, Gatineau and Aylmer. It is located approximately four hours driving time or one hour's air travel from Toronto and less than two hours driving time from Montreal. Consequently, commercial and leisure travel between these cities is substantial. Also, as the nation's capital, Ottawa benefits from significant influx of business travellers and tourists from across Canada and abroad.

The area under analysis consists of the entire Regional Municipality of Ottawa-Carleton. As indicated on the facing map, the Region is comprised of the cities of Ottawa, Nepean, Gloucester, Kanata and Vanier, the Village of Rockcliffe Park and the Townships of Cumberland, Rideau, Goulbourn, Osgoode and West Carleton. We would also make note of the developing community of Orleans. This area lies immediately south of the Ottawa River, partially in the City of Gloucester with the remainder in Cumberland Township.

A portion of the statistical data used in this analysis has been derived from Statistics Canada data and relates to the Ottawa-Hull Census Metropolitan Area (CMA). Statistics Canada defines a CMA as the major labour market area of an urbanized core having 100,000 or more population. Although the geographic limits of the Ottawa-Hull CMA do not coincide exactly with those of the Regional Municipality of Ottawa-Carleton, the Ontario portion of the CMA is very close to the geographic definition of



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TRANSPORTATION NETWORK & TRANSITWAY

- - - - TRANSITWAY
● 1 ST. LAURENT SHOPPING CENTRE
2 RIDEAU CENTRE
3 CARLINGWOOD SHOPPING CENTRE
4 BAYSHORE SHOPPING CENTRE

THE REGIONAL MUNICIPALITY
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Scale 1:125,000 Échelle
2.5 0 2.5km.

the RMOC. The Township of Clarence and the Town of Rockland form part of the CMA but are not contained within the RMOC.

Transportation Network

The major expressway serving the Region of Ottawa-Carleton is the Queensway, which extends from Kanata in the west to Orleans in the east. Both Bayshore and the St. Laurent regional shopping centres are located at Queensway interchanges. Carlingwood and Rideau Centre are located a short driving distance to the north of this important roadway. To the east, the Queensway becomes Highway 17, which extends through Orleans and Cumberland Township along the Ottawa River, providing access to Montreal. Place D'Orleans, which is presently being expanded to a full-scale regional centre, is located adjacent to this highway, and as a result has excellent access from the eastern portion of the region. In the west, The Queensway joins Highway 17 where as part of the Trans-Canada Highway System, it extends into northern Ontario.

Other major highways serving the region include Highway 417, Highway 16, and Highway 31. Highway 417 extends from the Queensway through the east central portion of the region. Highway 417 also connects with the Quebec Highway System, leading to Montreal. Highway 16 extends from Central Ottawa to Highway 401, which provides access to Toronto and other parts of southwestern Ontario. Highway 31, becomes Bank Street throughout the urbanised portion of the Region. To the south it extends to Highway 401 at Morrisburg. Highway 31 represents the most direct route for travel between Ottawa and Cornwall, via Morrisburg.

There are four bridges connecting the City of Ottawa with Hull and one bridge between Ottawa and Aylmer.

Secondary to the Queensway within the built-up area, is the Parkway System comprising the Ottawa River Parkway in the northwest, the Vanier Parkway to the southeast of downtown, the Eastern Parkway east of downtown, and the Airport Parkway providing access to the airport in the south. These restricted access roadways are generally free of commercial and other development, and are limited to use by automobiles and buses only. Long term plans call for the expansion of the existing Parkway System to an inner ring road network serving the portion of the region within the Greenbelt.

Major arterial roads within the built-up area include Bank Street, Carling Avenue, Baseline Road, Richmond Road, St. Laurent Boulevard, and Merivale Road. Bank Street, which extends from the Parliament Buildings, south to the Village of Leitrim, acts as the principal commercial strip serving central Ottawa. North of the Rideau River, Bank Street is an older shopping street catering to a large proportion of pedestrian traffic. South of the river, Bank Street becomes a more automobile oriented commercial strip comprising planned shopping plazas, and freestanding commercial facilities with large parking areas. Carling Avenue, Richmond Road and Baseline Road are all important east-west arteries. To varying degrees, they support a large amount of commercial space. Merivale Road in the west, and St. Laurent Boulevard in the east, are the most significant commercial strips in the region, containing a wide assortment of retail facilities including neighbourhood, community, regional and specialty centres, fast food restaurants, automotive facilities and other freestanding stores.

Also of note is the region's transit system, consisting of on-road bus routes as well as a transitway for exclusive use by Ottawa-Carleton buses. At present only St. Laurent Shopping Centre, Billings Bridge Plaza, and Rideau Centre are directly connected to the transitway system, although all major shopping centres have on-site bus stops. As a result, public transit access to all major retail facilities throughout the region is excellent.

Major Transportation Proposals

A number of major transportation improvements are planned for the region to facilitate expected future population levels. The most significant include the following:

Highway 416 This provincial highway in western Ottawa is planned to extend from the Queensway south through the region, to Highway 401. Completion of the first section as far as Century Road is scheduled for 1995.

Hunt Club Road At present Hunt Club Road immediately north of the airport, serves as a local road between Highway 16 and Bank Street. Short to medium term plans call for an expansion of Hunt Club Road capacity. Hunt Club Road will ultimately connect with Highway 416 in the west, and Highway 417 in the east. Immediately north of the intersection of Hunt Club Road and Bank Street, is the designated site of the future South Keys Regional Shopping Centre.

Transitway Extensions Short to medium term plans call for the construction of a southeast transitway from the Queensway as far south as Hunt Club Road. By 1992, the transitway will connect Billings Bridge Shopping Centre to the existing network. The completion of the route at the designated regional shopping centre site in South Keys is scheduled for 1993. Longer term transitway projects involve the extension of the system to Place D'Orleans at the Orleans Town Centre in the east, and the proposed Kanata Regional Shopping Centre in the west. An additional future route will extend to the southwest along Woodroffe Avenue, connecting to the Barrhaven community where another regional shopping centre may ultimately be developed.

TABLE 1

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
LABOUR FORCE BY INDUSTRY GROUP(1
1981 - 1986

	1981				1986			
	Ontario		RMOC		Ontario		RMOC	
	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
Primary Industries(2	201,825	4.6%	4,440	1.5%	192,735	4.0%	4,300	1.2%
Manufacturing	1,055,565	23.9%	18,365	6.2%	1,069,595	22.0%	22,170	6.4%
Construction	249,585	5.6%	11,385	4.0%	278,365	5.7%	17,920	5.2%
Transportation/ Communications/Utilities	319,105	7.2%	20,555	6.9%	335,430	6.9%	22,680	6.6%
Trade	743,665	16.8%	41,130	13.8%	833,130	17.1%	47,195	13.7%
Finance	260,570	5.9%	17,180	5.8%	293,865	6.1%	18,255	5.3%
Community/Business/ Personal Services	1,278,150	28.9%	100,290	33.7%	1,521,800	31.3%	121,785	35.4%
Government Services(3	311,540	7.1%	83,490	28.1%	335,450	6.9%	90,135	26.2%
TOTAL ALL INDUSTRIES	4,420,005	100.0%	297,290	100.0%	4,860,380	100.0%	344,440	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada Census of Canada, 1981 and 1986.
2) Includes Agriculture, Forestry/Trapping, Mines/Quarries.
3) Classified as Public Administration and Defence in 1981 Census.

Economic Base

Forecasting the future market potential for a major metropolitan area is largely a function of its economic base. The strength and composition of a region's economy will not only determine its potential for future population growth but also relate to per capita incomes and retail expenditures.

Any analysis of the economic base in the Ottawa area must consider the significance of the Federal Government. The size, stability and prosperity of the Ottawa-Carleton labour force is, to a large extent, dependent on the government's presence. In general, government towns are less responsive to economic fluctuations than other areas. In addition, the presence of civil service unions ensures income levels growing at least at a similar rate as inflation. The proportion of persons in the highest income brackets however, is generally not as large as that for other metropolitan cities such as Toronto or Montreal.

The role of government in the region's economy is illustrated in Table 1. As can be seen from this table, as of 1986, some 90,135 persons or approximately 26.0% of the Ottawa-Carleton employment base, work in government services. This represents an absolute increase of approximately 7,000 persons or 8.0% over the 1981 level. This growth rate is slightly less than the rate of population growth of about 11.0% over the same period. In relation to the total employment base, the government sector has declined slightly in percentage terms between 1981 and 1986. This decline, which echoes the Ontario situation is almost directly proportional to the increase in community, business and personal services. Table 1 does not deal with federal government employees living in the Quebec portion of the capital.

The following table indicates the breakdown of the labour force employed in government services by government level for the Ontario portion of the Ottawa-Hull CMA. This area is close in composition to the Region, except that it includes Clarence Township and the Town of Rockland.

OTTAWA-HULL CMA (ONTARIO PORTION)
DISTRIBUTION OF GOVERNMENT SERVICES LABOUR FORCE BY LEVEL OF GOVERNMENT

	1981	Percent of Government Sector	1986	Percent of Government Sector	Percent Change 1981-1986
Federal Government	74,500	90.0%	79,080	88.4%	+6.1%
Provincial Government	2,010	2.4%	2,525	2.8%	+25.6%
Local Government	5,815	7.0%	7,525	8.5%	+29.4%
Other Government Offices	470	0.6%	290	0.3%	-38.3%
Total Government Services	82,795	100.0%	89,420	100.0%	+8.0%

SOURCE: Larry Smith & Associates Ltd.
1) Based on the 1986 Census of Canada

As can be seen from this table, 79,080 persons were employed by the federal government in 1986. This represents an absolute growth of approximately 4,600 employees, or 6.1% since 1981. Although this is significantly lower than growth in the provincial and local sectors, it represents a substantial increase in absolute terms.

Also indicated on Table 1 is the relatively low percentage of the labour force involved in manufacturing in Ottawa-Carleton compared to the Province of Ontario in total. The share of employment in this sector, however, has increased slightly since 1981. For the province as a whole, the proportion of manufacturing employment has declined by 1.9%. Even though the manufacturing sector has not traditionally played a dominant role in the Ottawa-Carleton economy, it has demonstrated stability and potential for expansion in recent years. To some extent growth in this sector is linked to the attraction of high technology and research firms to the local area. Fields that have become particularly important to the local economy include biotechnology, microelectronics, telecommunications, defence and space industries.

In summary, there are three significant factors to consider in any analysis of the Region's economic base. First, the federal government continues to expand its local employment base and remains a major influence. Secondly, the Region has a relatively small but growing manufacturing sector. Finally, new employment opportunities are being created by research oriented high-technology firms and personal service industries. As a result, the economy of the Region will continue to expand throughout the study period. Furthermore, the civil service combined with the highly skilled local labour force associated with the research and technology field will result in per capita income levels that are likely to remain significantly higher than the Provincial average.

SECTION II

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON SHOPPING CENTRE TRADE AREA ANALYSIS

SECTION II

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON SHOPPING CENTRE TRADE AREA ANALYSIS

In this section of the study, we have undertaken a detailed analysis of the trade areas for nine major shopping centres throughout the Region of Ottawa-Carleton. This analysis is used to determine present shopping patterns within the region and to establish the extent of retail expenditure inflow into the region by tourists, business travellers and other visitors. The centres surveyed include:

	Centre Name	Type	Municipality
1.	Bayshore Shopping Centre	Suburban Regional Centre	Nepean
2.	Billings Bridge Plaza	Suburban Community Centre	Ottawa
3.	Carlingwood Shopping Centre	Suburban Regional Centre	Ottawa
4.	Gloucester City Centre	Suburban Community Centre	Gloucester
5.	Lincoln Heights Galleria	Suburban Community Centre	Ottawa
6.	Place D'Orleans	Suburban Community Centre	Cumberland and Gloucester (Orleans)
7.	Rideau Centre	Downtown Regional Centre	Ottawa
8.	Sparks Street	Downtown Pedestrian Mall	Ottawa
9.	St. Laurent Shopping Centre	Suburban Regional Centre	Ottawa

Included are all four regional shopping centres in the RMOC, as well as four important community centres and Sparks Street, a major Downtown tourist destination. The trade areas were delineated based on a survey of customers at each centre. The respondents were asked to indicate where they live and the amount that they had spent at the centre on the day they were being interviewed. The trade areas were determined according to the distribution of non-food retail expenditures.

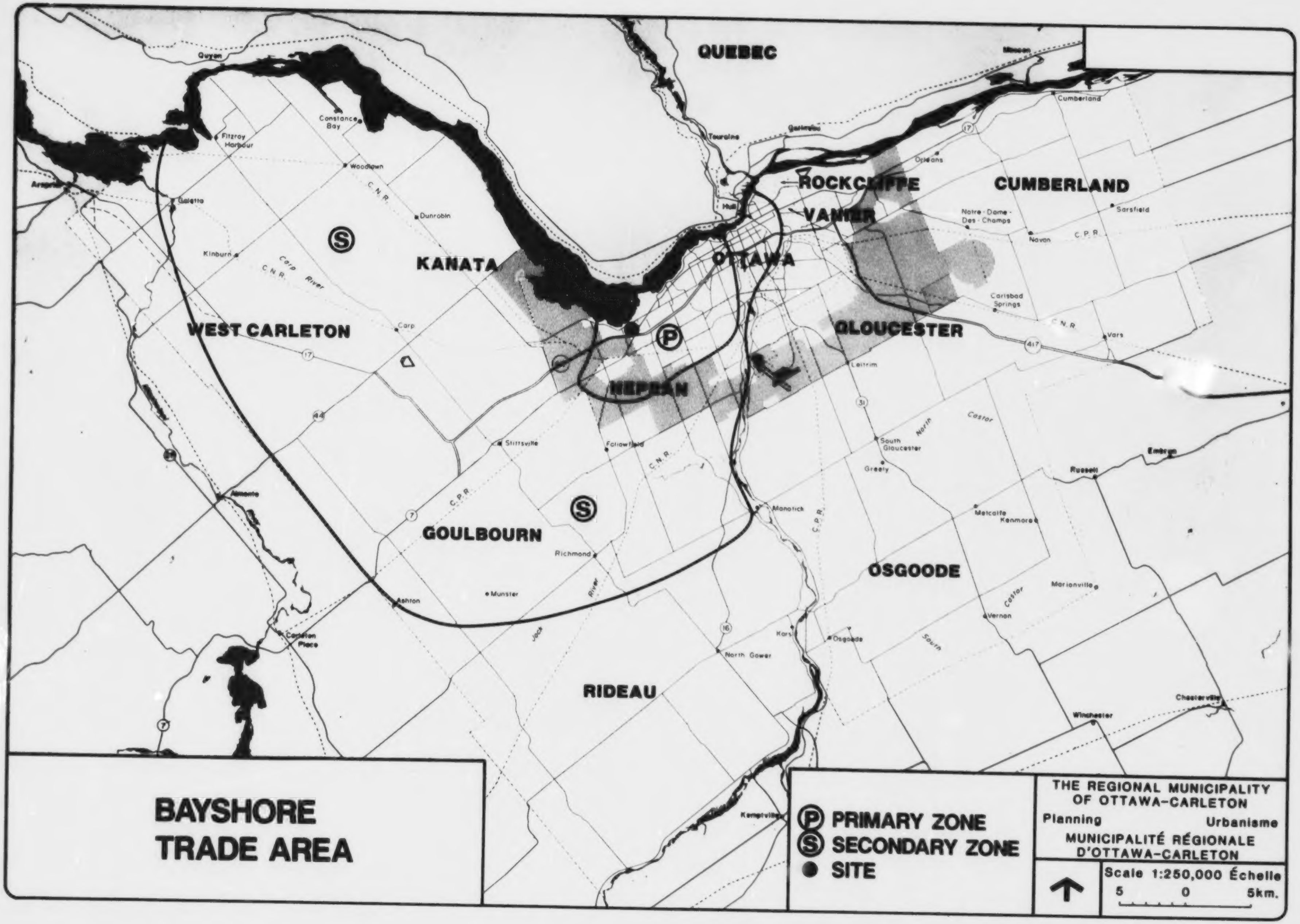
The surveys at the nine locations were conducted through the Ottawa office of The Coopers & Lybrand Consulting Group. The design of the survey forms,

setting of sample quotas and summary of responses was undertaken by Larry Smith & Associates Ltd. The details and methodology of this survey are discussed in the appendix section of this report.

The geographic area from which any retail development is expected to derive the majority of its sales volume, is defined as its trade area. The spatial extent of a trade area depends on a wide range of factors including: the size, type and tenant mix of the development, natural or man-made barriers which may influence customer travel, nearby population densities, as well as the strength and location of competitive facilities. The remaining market support reflects occasional expenditures derived from tourists, visitors, and local employees living outside the trade area.

The trade area for each centre has been divided in order to recognize varying local expenditures and shopping patterns. The Primary Zone represents the geographic area in which a retail development has its greatest influence on local residents because of their close proximity to the site. It also represents the area from which the vast majority of convenience purchases (e.g. food, drugs, services, etc.) will originate. As defined in this study, approximately 50.0% of all non-food expenditures made at a shopping facility is derived from the Primary Zone. The attraction of a shopping centre is generally less for Secondary Zone residents, although collectively the Secondary Zone accounts for a substantial and important source of sales support.

The balance of this section contains a presentation of the trade area information for each of the nine shopping centres analyzed.



BAYSHORE TRADE AREA

THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE
Scale 1:250,000 Échelle
5
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5km.
QUEBEC
Quyon
Masson
Cumberland
Constance Bay
Fitzroy Harbour
Touraine
Gatineau
Orleans
Hull
ROCKCLIFFE
CUMBERLAND
Woodlawn
VANIER
Notre-Dame-Des-Champs
Sarsfield
Arnprior
Galetta
Dunrobin
C.N.R.
Navan
C.P.R.
Kinburn
KANATA
OTTAWA
Carp River
C.N.R.
Carlsbad Springs
WEST CARLETON
Carp
GLOUCESTER
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17
417
NEPEAN
Leitrim
44
31
Stittsville
Fallowfield
South Gloucester
Castor
C.N.R.
Greely
Russell
Embrun
Almonte
Manotick
C.P.R.
7
C.P.R.
Metcalfe
Kenmore
GOULBOURN
Richmond
OSGOODE
Munster
Jock River
Marionville
Ashton
Castor
Vernon
Carleton Place
16
Kars
Osgoode
South
North Gower
RIDEAU
7
Chesterville
Winchester
Kemptville

Bayshore Shopping Centre

Bayshore Shopping Centre is a suburban regional centre located at the Queensway and Richmond Road in west Ottawa. It is the largest and most prominent shopping facility serving the western portion of the Region. It is anchored by Eaton's and The Bay, both of which are full line traditional department stores. Other major tenants include an M Store discount department store and a Steinbergs Supermarket. The regional influence of this centre is illustrated on the facing page. As indicated, the trade area includes: the entire City of Nepean, the City of Ottawa west of the Rideau River, as well as the City of Kanata and the Townships of Goulbourn and West Carleton outside the greenbelt. The Primary Zone comprises Nepean and a large portion of western Ottawa.

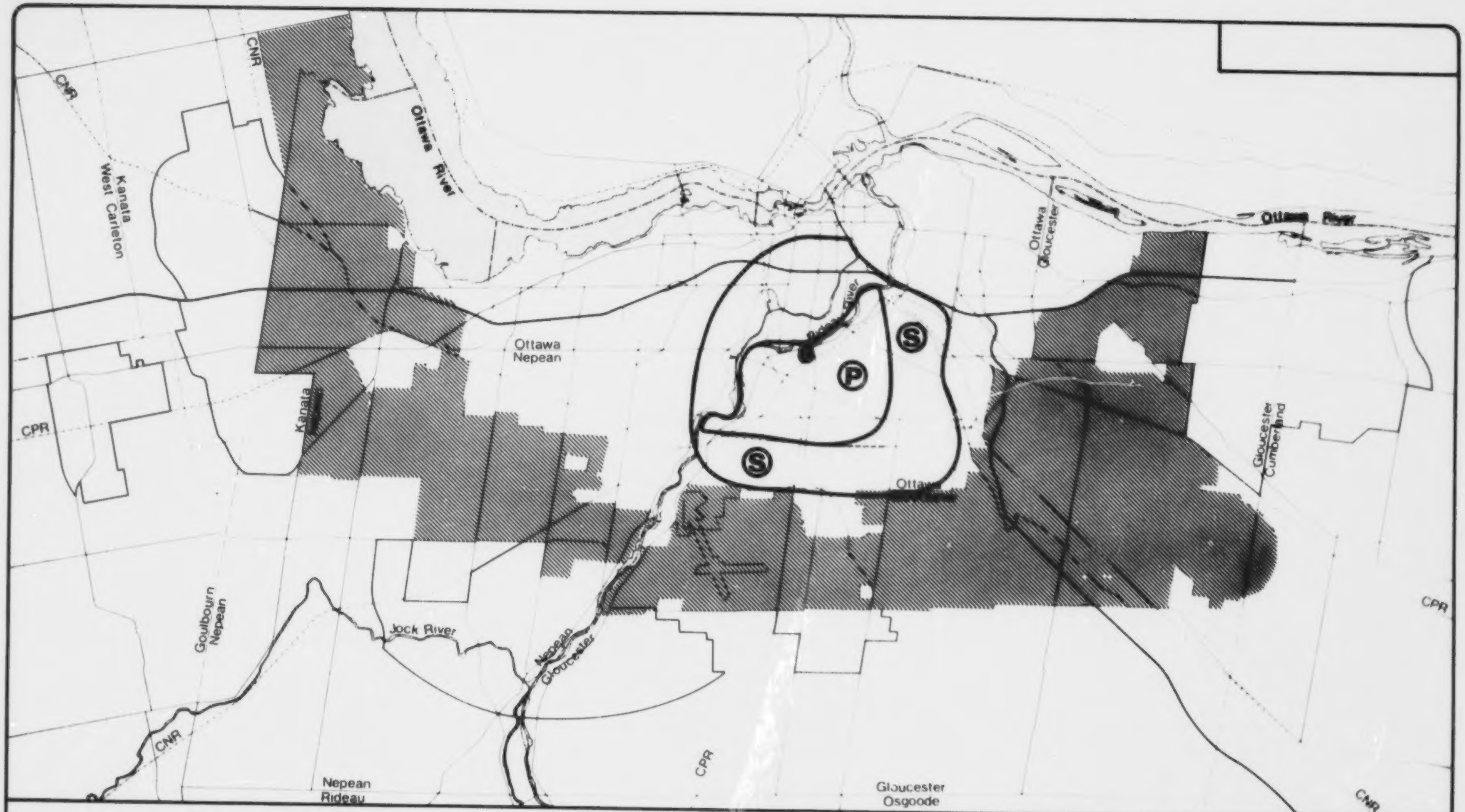
Despite a major expansion to this centre which added a third retail level, the trade area for Bayshore Shopping Centre has remained basically unchanged since 1984 when a similar study was conducted in the Region. The following table indicates the distribution of Bayshore Shopping Centre customers and non-food expenditures:

BAYSHORE SHOPPING CENTRE
TRADE AREA DATA[1]

	Place of Residence		Non-Food Expenditures	
Distribution of Respondents	No.	%	$	%
Primary Zone Residents	193	53.3%	$14,284	50.4%
Secondary Zone Residents	87	24.0%	$ 7,309	25.8%
Total Trade Area Residents	280	77.3%	$21,593	76.2%
Hull/Gatineau/Aylmer Residents	11	3.0%	$ 920	3.2%
Other Outside Trade Area	71	19.7%	$ 5,836	20.6%
Total Non-Trade Area Residents	82	22.7%	$ 6,756	23.8%
Total All Respondents	362	100.0%	$28,349	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the June 23, 24, and 28, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.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BILLINGS BRIDGE TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Billings Bridge Plaza

Billings Bridge Plaza is a community shopping centre located on the southwest corner of Riverside Drive and Bank Street in the City of Ottawa. The location of this centre and its trade area are indicated on the facing map. This is an older centre, anchored by a small Robinson's-Ogilvy's department store and two supermarkets. There is also a small office tower attached to the southern end of this centre. As expected, Billings Bridge has a more limited drawing power than a regional centre, which is reflected in the size of its trade area. In addition, the two supermarkets cause Billings Bridge Plaza to draw heavily from the immediately surrounding neighbourhoods.

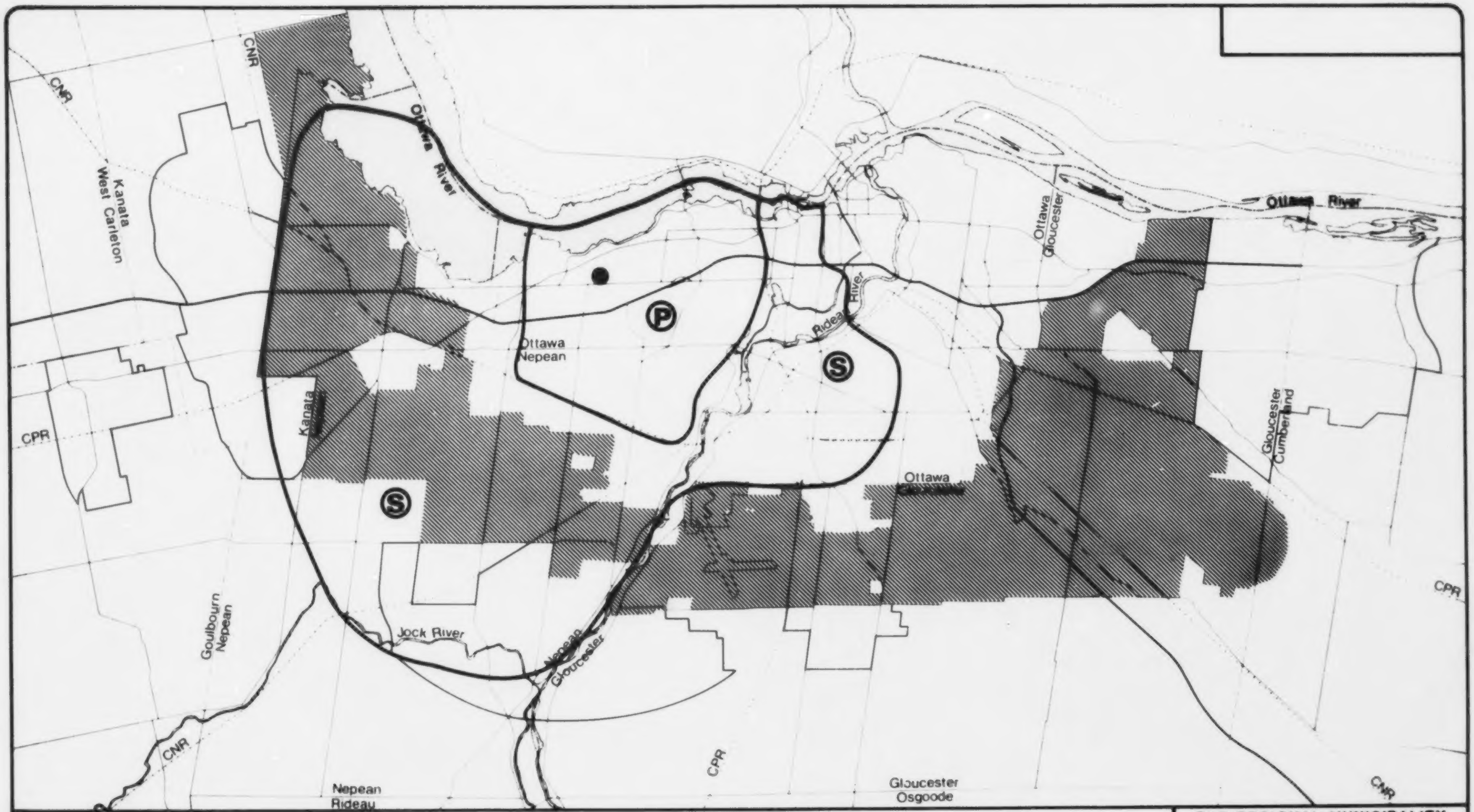
The delineated trade area extends south to the Queensway, east to St. Laurent Blvd., south to the greenbelt and west to Fisher Avenue. As with the trade area for Bayshore Shopping Centre, the Billings Bridge trade area has not changed significantly since 1984. The following table illustrates the distribution of non-food expenditures and customers:

BILLINGS BRIDGE PLAZA
TRADE AREA DATA[1]

Distribution of Respondents	Place of Residence No.	%	Non-Food Expenditures $	%
Primary Zone Residents	150	42.9%	$ 5,989	50.2%
Secondary Zone Residents	117	33.5%	$ 3,455	28.9%
Total Trade Area Residents	267	76.5%	$ 9,444	79.1%
Hull/Gatineau/Aylmer Residents	2	0.6%	$ 130	1.1%
Other Outside Trade Area	80	22.9%	$ 2,367	19.8%
Total Non-Trade Area Residents	82	23.5%	$ 2,497	20.9%
Total All Respondents	349	100.0%	$11,941	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the June 23, 24, and 28, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.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Jock River
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Nepean
Rideau
Gloucester
Osgoode
CPR
CNR

CARLINGWOOD TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Carlingwood Shopping Centre

Carlingwood Shopping Centre is anchored by a full line Sears traditional department store, a Zellers junior department store, and a Loblaws supermarket. Lying between the downtown core to the east and Bayshore Shopping Centre to the west, Carlingwood serves the west central Ottawa area. Although Sears is the only traditional department store at the centre, the Carlingwood store is one of the strongest Canadian stores in the Sears organization. It should also be stressed that Sears has only two full line stores in the Ottawa area, the other being at St. Laurent Shopping Centre in the east. For this reason, the Sears at Carlingwood draws heavily from west Ottawa.

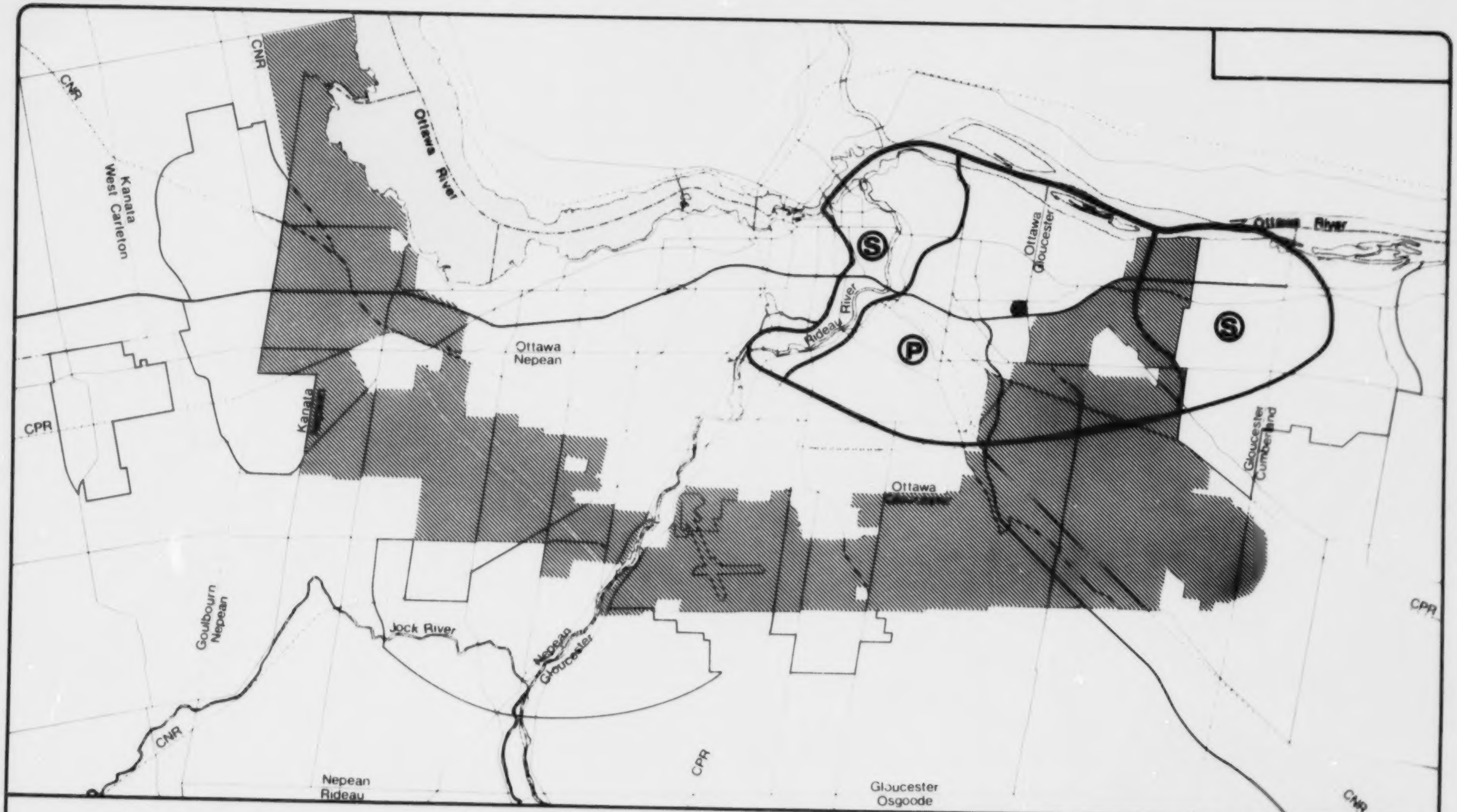
As shown on the facing map, the trade area extends to the Kanata City limits in the west. To the east and the south, the trade area takes in the Hunt Club and Barrhaven communities respectively. As a survey of Carlingwood customers was not conducted for the 1984 retail study, no comparison with an earlier trade area is available. The following table illustrates the distribution of customers and expenditures by trade area zone.

CARLINGWOOD SHOPPING CENTRE
TRADE AREA DATA[1]

Distribution of Respondents	Place of Residence No.	%	Non-Food Expenditures $	%
Primary Zone Residents	263	63.4%	$11,098	50.9%
Secondary Zone Residents	87	20.9%	$ 4,260	19.6%
Total Trade Area Residents	350	84.3%	$15,358	70.5%
Hull/Gatineau/Aylmer Residents	11	2.7%	$ 654	3.0%
Other Outside Trade Area	54	13.0%	$ 5,782	26.5%
Total Non-Trade Area Residents	65	15.7%	$ 6,436	29.5%
Total All Respondents	415	100.0%	$21,794	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the July 5, 7 and 8, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.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Cumberland
Gloucester
Osgoode
CPR
CNR

GLOUCESTER CENTRE TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Gloucester Centre

Gloucester Centre is a recently opened community centre at Blair Road and The Queensway, in the City of Gloucester. It is anchored by a Loblaws Superstore, a Pascals Hardware store, and a multi-screen Famous Players theatre. Like Billings Bridge Plaza the influence of this community centre is partially attributable to its strong supermarket component. We would also note that it is the only location surveyed without a department store, although Pascals does contain a much broader inventory than a traditional hardware store.

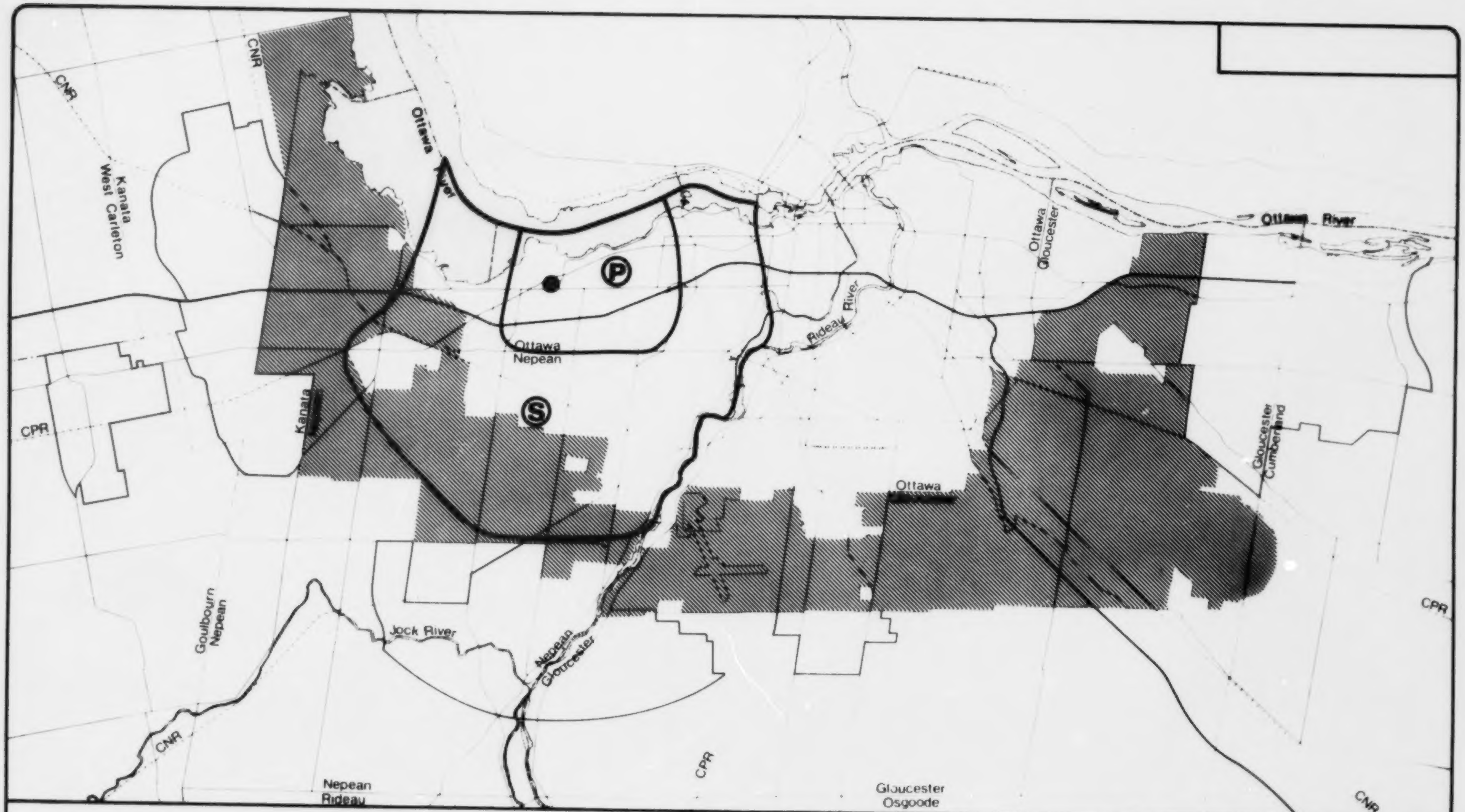
The trade area shown on the facing map includes the urbanized portion of southeast Ottawa-Carleton. It is bounded by the Rideau Canal to the west, Heron and Walkley Roads to the north and Regional Road 47 in the east. As can be seen from the following table, the trade area accounts for 78.0% of Gloucester Centre customers and 72.2% of their expenditures.

GLOUCESTER CENTRE
TRADE AREA DATA[1]

Distribution of Respondents	Place of Residence No.	Place of Residence %	Non-Food Expenditures $	Non-Food Expenditures %
Primary Zone Residents	221	53.9%	$4,470	50.3%
Secondary Zone Residents	99	24.1%	$1,941	21.9%
Total Trade Area Residents	320	78.0%	$6,411	72.2%
Hull/Gatineau/Aylmer Residents	8	2.0%	$ 49	0.6%
Other Outside Trade Area	82	20.0%	$2,421	27.2%
Total Non-Trade Area Residents	90	22.0%	$2,470	27.8%
Total All Respondents	410	100.0%	$8,881	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the June 23, 24 and 28, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.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Goulbourn
Nepean
Jock River
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Gloucester
CNR
CPR
Nepean
Rideau
Gloucester
Osgoode
CNR

LINCOLN HEIGHTS GALLERIA TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Lincoln Heights Galleria

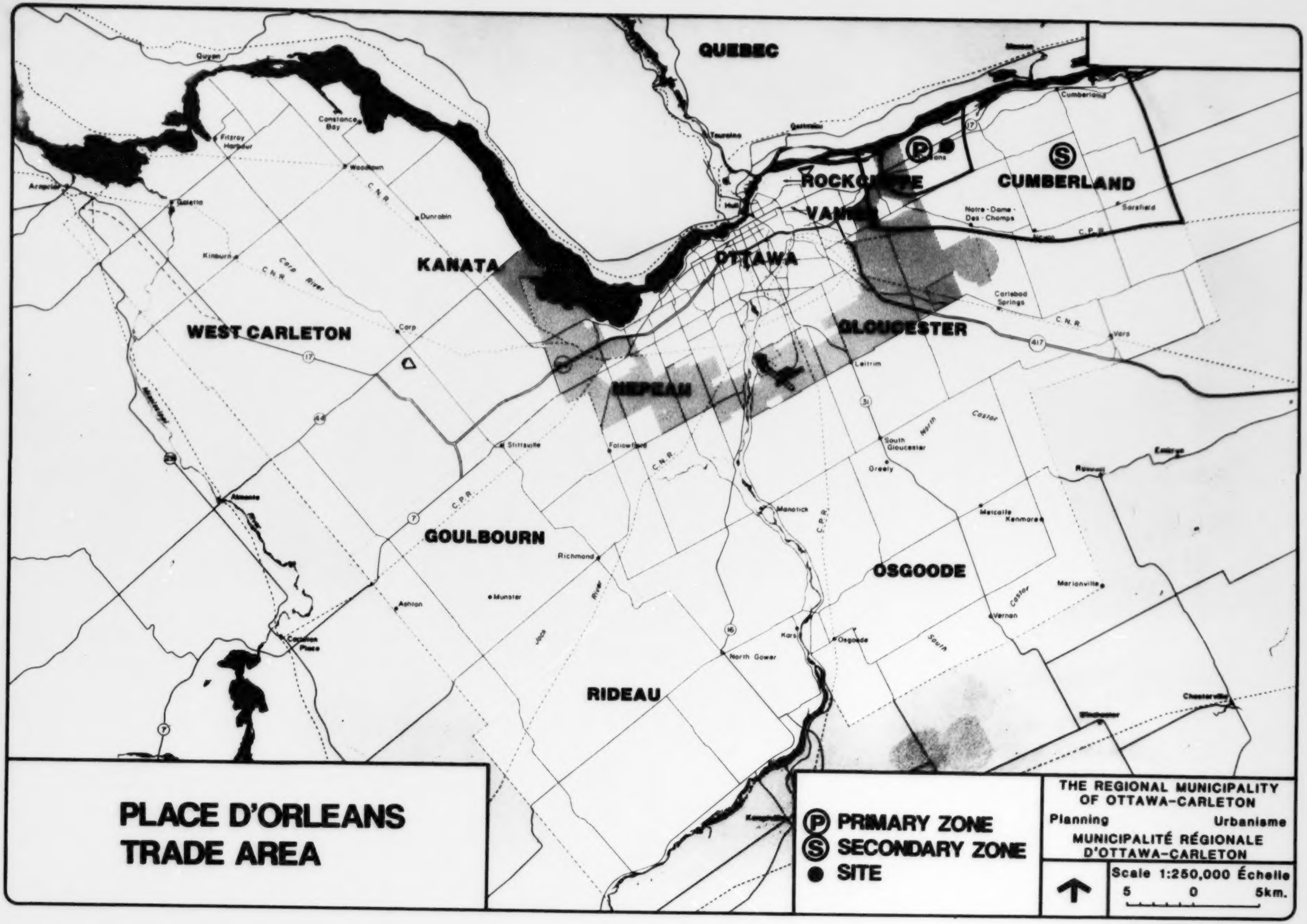
Lincoln Heights Galleria is a community shopping centre in west central Ottawa. It is anchored by a Woolco discount department store, a small Robinson's-Ogilvy's traditional department store, and an IGA supermarket. It is situated midway between Bayshore Shopping Centre located 1.0 mile to the west, and Carlingwood Shopping Centre located 1.0 mile to the east. As both of these facilities are regional shopping centres, market penetration by Lincoln Heights towards the east and west is somewhat constrained. The trade area for Lincoln Heights Galleria extends from the Rideau River and Bronson Avenue in the east to Moodie Drive in the west and as far south as Fallowfield Road. As can be seen from the following table, this area accounts for 70.1% of non-food expenditures and 74.4% of shoppers.

LINCOLN HEIGHTS GALLERIA
TRADE AREA DATA[1]

Distribution of Respondents	Place of Residence No.	Place of Residence %	Non-Food Expenditures $	Non-Food Expenditures %
Primary Zone Residents	187	53.7%	$ 5,930	48.1%
Secondary Zone Residents	72	20.7%	$ 2,704	22.0%
Total Trade Area Residents	259	74.4%	$ 8,634	70.1%
Hull/Gatineau/Aylmer Residents	5	1.4%	$ 279	2.3%
Other Outside Trade Area	84	24.2%	$ 3,403	27.6%
Total Non-Trade Area Residents	89	25.6%	$ 3,682	29.9%
Total All Respondents	348	100.0%	$12,316	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the June 23, 24 and 28, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.



PLACE D'ORLEANS TRADE AREA

QUEBEC
KANATA
OTTAWA
ROCKCLIFFE
VANIER
CUMBERLAND
GLOUCESTER
NEPEAN
WEST CARLETON
GOULBOURN
OSGOODE
RIDEAU
Quyon
Constance Bay
Fitzroy Harbour
Woodlawn
Arnprior
Galetta
Dunrobin
Kinburn
Carp River
C.N.R.
Corp
Stittsville
Fallowfield
C.P.R.
Almonte
Richmond
Munster
Ashton
Carleton Place
Jock River
Manotick
North Gower
Kars
Osgoode
South Gloucester
Greely
Leitrim
Metcalfe
Kenmore
Marionville
Vernon
Castor
North Castor
South Castor
Carlsbad Springs
Vars
Russell
Embrun
Chesterville
Winchester
Kemptville
Notre-Dame-Des-Champs
Sarsfield
Navan
Cumberland
Orleans
Hull
Gatineau
17
7
44
29
417
31
16
Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE
THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
Planning
Urbanisme
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON
Scale 1:250,000 Échelle
5
0
5km.

Place D'Orleans

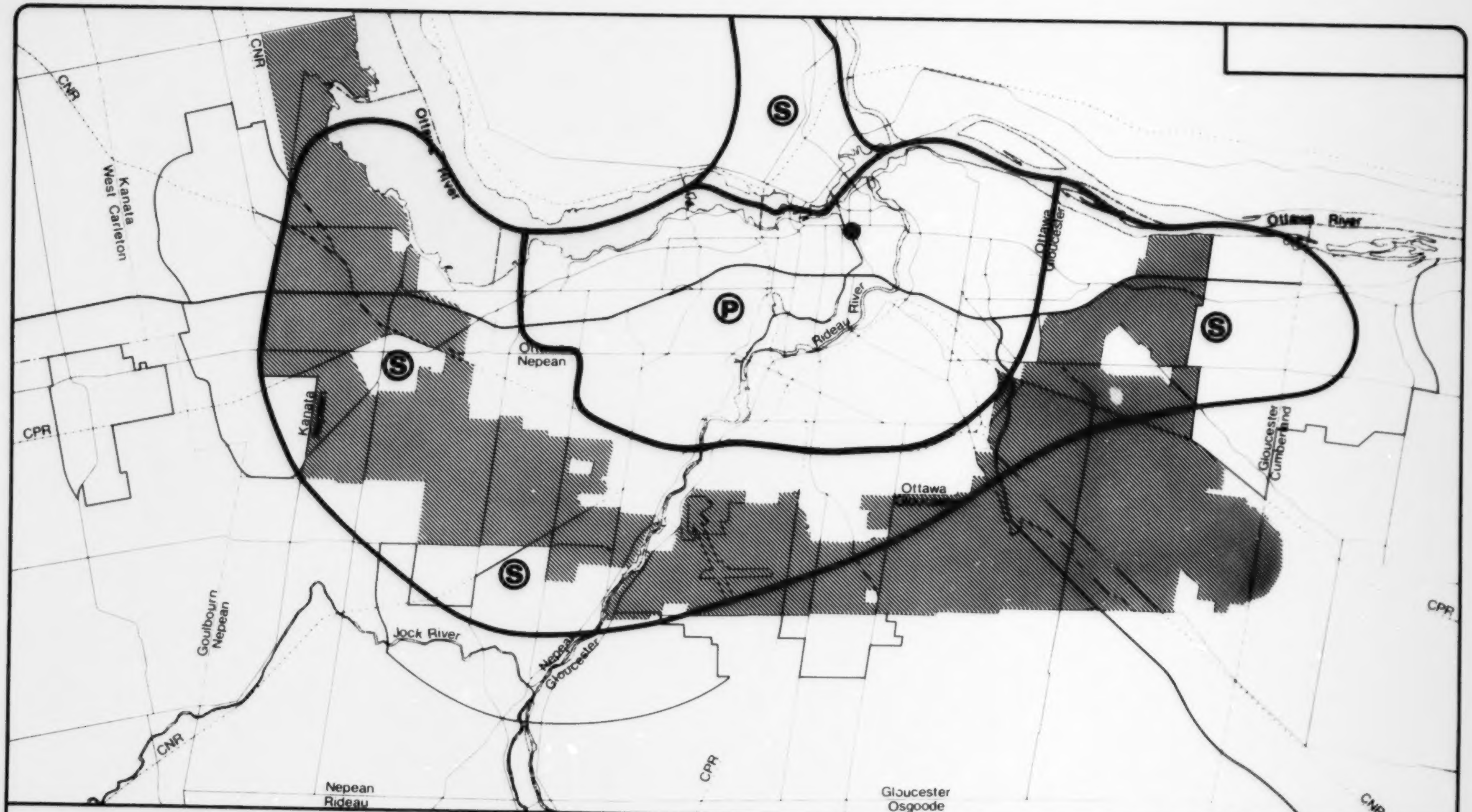
Place D'Orleans is a community shopping centre serving the eastern community of Orleans. It is presently anchored by a Woolco discount department store. At the time of the survey, however, the centre was undergoing a major expansion which will add two new traditional department stores i.e. Eaton's and Robinson's-Ogilvy's and some 200,000 square feet of ancillary space. As a result, the trade area shown on the facing map does not account for the future status of Place D'Orleans as a regional shopping centre. In addition, construction activity both within the centre and on the parking lot undoubtedly reduced customer traffic from normal levels. When the expansion has been completed we would expect market penetration by Place D'Orleans to be greater than that indicated on the facing map. As can be seen, currently the Primary Zone contains the older portion of Orleans west of Tenth Line Road. The Secondary Zone takes in northern Cumberland Township, and the Gloucester communities of Blackburn Hamlet and Beacon Hill. The entire trade area accounts for 76.3% of non-food expenditures and 80.0% of shoppers. The Rockland area is also of some significance but the trade area delineation, within the RMOC, is sufficient for the current study.

PLACE D'ORLEANS
TRADE AREA DATA[1]

Distribution of Respondents	Place of Residence No.	%	Non-Food Expenditures $	%
Primary Zone Residents	260	61.0%	$ 8,437	52.7%
Secondary Zone Residents	81	19.0%	$ 3,778	23.6%
Total Trade Area Residents	341	80.0%	$12,215	76.3%
Hull/Gatineau/Aylmer Residents	3	0.7%	$ 143	0.9%
Other Outside Trade Area	82	19.3%	$ 3,658	22.8%
Total Non-Trade Area Residents	85	20.0%	$ 3,801	23.7%
Total All Respondents	426	100.0%	$16,016	100.0%

SOURCE: Larry Smith & Associates Ltd.

[1] Based on the July 5, 7 and 8, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.


CNR
Kanata
West Carleton
CPR
Ottawa River
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Ottawa
Nepean
Kanata
Rideau River
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Gloucester
Gloucester
Cumberland
Ottawa
Gloucester
Goulbourn
Nepean
Jock River
Nepean
Gloucester
CNR
CPR
CPR
Nepean
Rideau
Gloucester
Osgoode
CNR

RIDEAU CENTRE TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Rideau Centre

Rideau Centre is the major regional retail centre in downtown Ottawa. It is anchored by The Bay, Eaton's, and Robinson's-Ogilvy's, all of which are traditional department stores, and a Brettons up-scale apparel store. It is one of the largest shopping centres in Canada, and the largest in the Ottawa-Hull area. It is a major attraction for persons visiting the downtown core and is also a significant tourist draw, being located within a short walking distance of the Parliament Buildings.

As indicated on the facing map, the Rideau Centre trade area includes the entire Ottawa-Carleton Region within the greenbelt, as well as Barrhaven and Orleans. It also encompasses the City of Hull on the Quebec side of the Ottawa River. The Primary Zone is extensive in area and is bounded by Blair Road in the east, the Canadian National Rail Line in the south and Greenbank Road in the west. In the north, the Primary Zone is delineated by the Ottawa River.

As shown on the following Table, over half of Rideau Centre shoppers reside within the Primary Zone, accounting for 51.6% of non-food expenditures. Some 22.0% live in the Secondary Zone, accounting for 22.1% of expenditures. This large trade area indicates that Rideau Centre has evolved into a truly super regional facility which draws from across the Ottawa-Hull area and beyond.

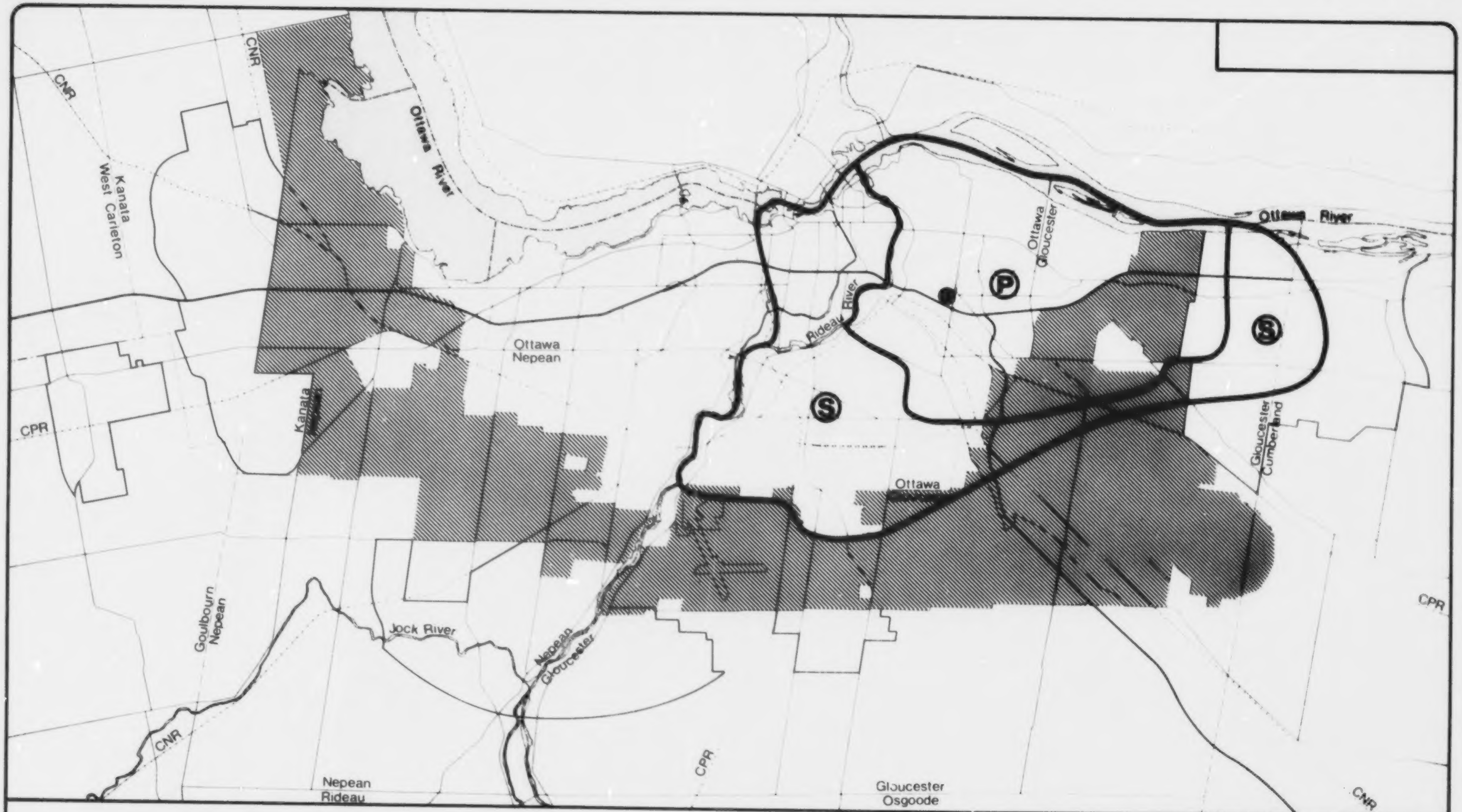
RIDEAU CENTRE
TRADE AREA DATA(1

Distribution of Respondents	Place of Residence No.	Place of Residence %	Non-Food Expenditures $	Non-Food Expenditures %
Primary Zone Residents	236	56.3%	$14,071	51.6%
Secondary Zone Residents(2	92	22.0%	$ 6,030	22.1%
Total Trade Area Residents	328	78.3%	$20,101	73.7%
Aylmer/Gatineau Residents	18	4.3%	$ 1,412	5.2%
Other Non Trade Area	73	17.4%	$ 5,744	21.1%
Total Non-Trade Area Residents	91	21.7%	$ 7,156	26.3%
Total All Respondents	419	100.0%	$27,257	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the July 5, 7 and 8, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.

2) Includes $926 (3.4%) and 16 persons (3.8%) from Hull.


CNR
Kanata
West Carleton
Ottawa River
Ottawa
Nepean
Kanata
CPR
Rideau River
Ottawa
Gloucester
Ottawa River
Gloucester
Cumberland
Ottawa
Goulbourn
Nepean
Jock River
Nepean
Gloucester
CNR
CPR
Nepean
Rideau
Gloucester
Osgoode
CPR
CNR

ST. LAURENT TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE
THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON
Scale 1:125,000 Échelle
2.5 0 2.5km.

St. Laurent Shopping Centre

St. Laurent Shopping Centre is the suburban regional centre serving the eastern portion of the Regional Municipality of Ottawa-Carleton. It includes Sears and The Bay as its anchors. A recent expansion has added a Brettons upscale apparel store as well as additional ancillary space. Until the opening of the Place D'Orleans expansion, St. Laurent serves as the only regional shopping centre east of the Rideau River. With the completion of this project it is likely that the eastern limit of the St. Laurent trade area will be impacted. However, this new competition will be partly offset by the expansion of St. Laurent itself.

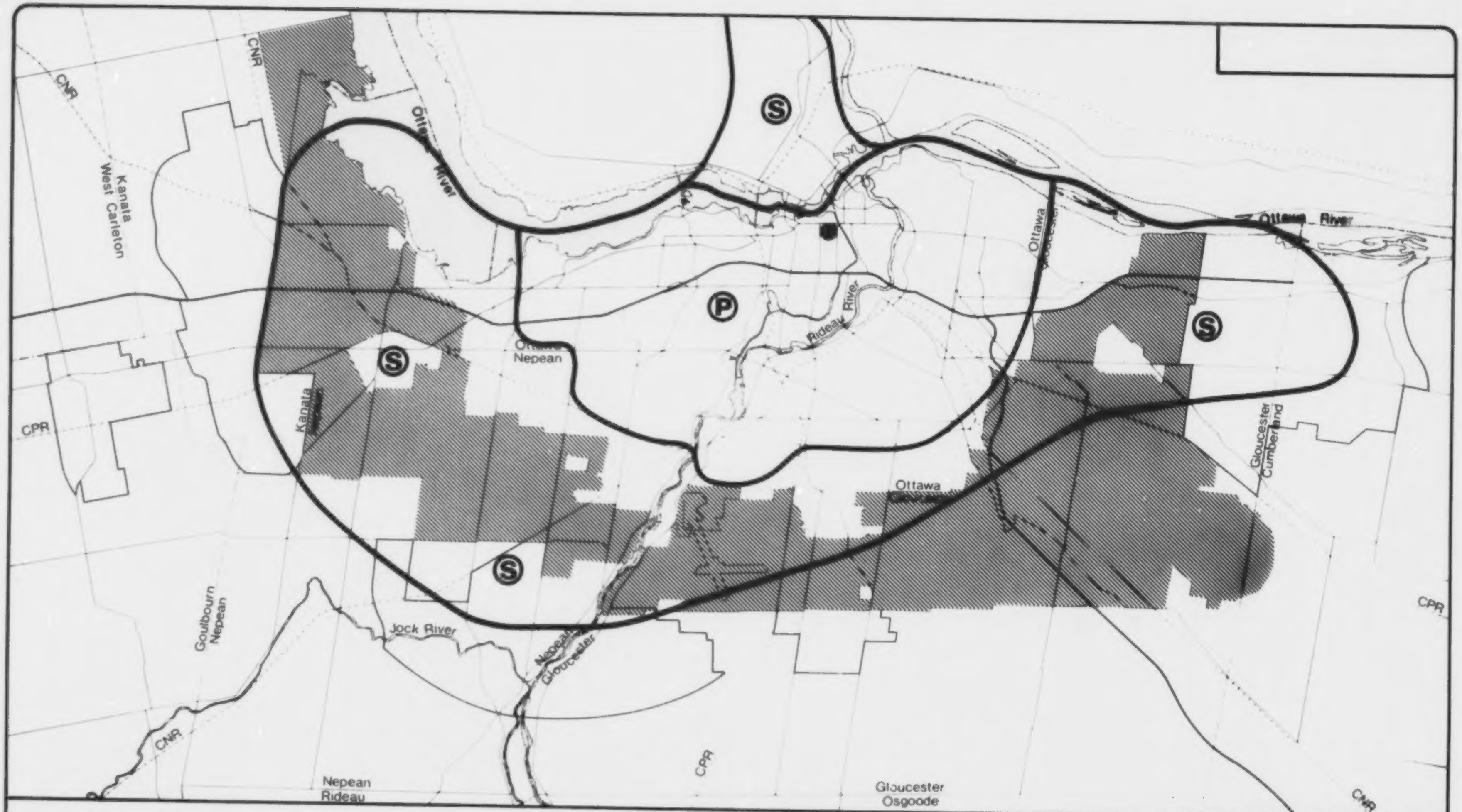
The existing trade area is shown on the facing map and includes the eastern portion of the region within the greenbelt, as well as the communities of Orleans and Blackburn Hamlet. It is comparable to the trade area determined by the 1984 study. Some 26.6% of expenditures originate from beyond the delineated area. Approximately 50.0% of non-food expenditures are derived from the Primary Zone.

ST. LAURENT SHOPPING CENTRE TRADE AREA DATA(1

Distribution of Respondents	Place of Residence No.	Place of Residence %	Non-Food Expenditures $	Non-Food Expenditures %
Primary Zone Residents	197	57.1%	$11,040	50.5%
Secondary Zone Residents	63	18.3%	$ 4,992	22.9%
Total Trade Area Residents	260	75.4%	$16,032	73.4%
Hull/Gatineau/Aylmer Residents	7	2.0%	$ 405	1.9%
Other Outside Trade Area	78	22.6%	$ 5,408	24.7%
Total Non-Trade Area Residents	85	24.6%	$ 5,813	26.6%
Total All Respondents	345	100.0%	$21,845	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the June 23, 24 and 28, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.


CNR
Kanata
West Carleton
Ottawa River
Kanata
CPR
Ottawa
Nepean
Rideau River
Ottawa
Gloucester
Ottawa River
Ottawa
Gloucester
Gloucester
Cumberland
Goulbourn
Nepean
Jock River
Nepean
Gloucester
CNR
CPR
Nepean
Rideau
Gloucester
Osgoode
CPR
CNR

SPARKS STREET MALL TRADE AREA

Ⓟ PRIMARY ZONE
Ⓢ SECONDARY ZONE
● SITE

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Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

Sparks Street Mall

Sparks Street is a five block pedestrian mall located in Downtown Ottawa. It is bounded by Wellington Street in the north, Queen Street in the south, Bay Street to the west and Elgin Street in the east. This area contains a significant concentration of retail facilities in the Central Business District, west of the Rideau River. Like Rideau Centre, this shopping facility is a major regional and tourist draw. Abutting the downtown office district, Sparks Street also draws heavily from the surrounding work force.

The Sparks Street trade area contains the entire urbanized portion of the Region of Ottawa-Carleton, extending from the Kanata City limits as far as and including Orleans. It also encompasses the City of Hull in Quebec. The Primary Zone contains a large portion of central Ottawa as well as Hull. The concentration of government employees in proximity to Sparks Street, many of whom live in Quebec, accounts for the inclusion of Hull in the Primary Zone. This may be contrasted with Rideau Centre, the draw of which is primarily based on its total size and department store anchors.

SPARKS STREET MALL TRADE AREA DATA(1

Distribution of Respondents	Place of Residence No.	Place of Residence %	Non-Food Expenditures $	Non-Food Expenditures %
Primary Zone Residents(2	199	57.8%	$ 8,709	51.4%
Secondary Zone Residents	47	13.7%	$ 2,760	16.3%
Total Trade Area Residents	246	71.5%	$11,469	67.6%
Aylmer/Gatineau Residents	6	1.7%	$ 305	1.8%
Other Non Trade Area	92	26.8%	$ 5,185	30.6%
Total Non-Trade Area Residents	98	28.5%	$ 5,490	32.4%
Total All Respondents	344	100.0%	$16,959	100.0%

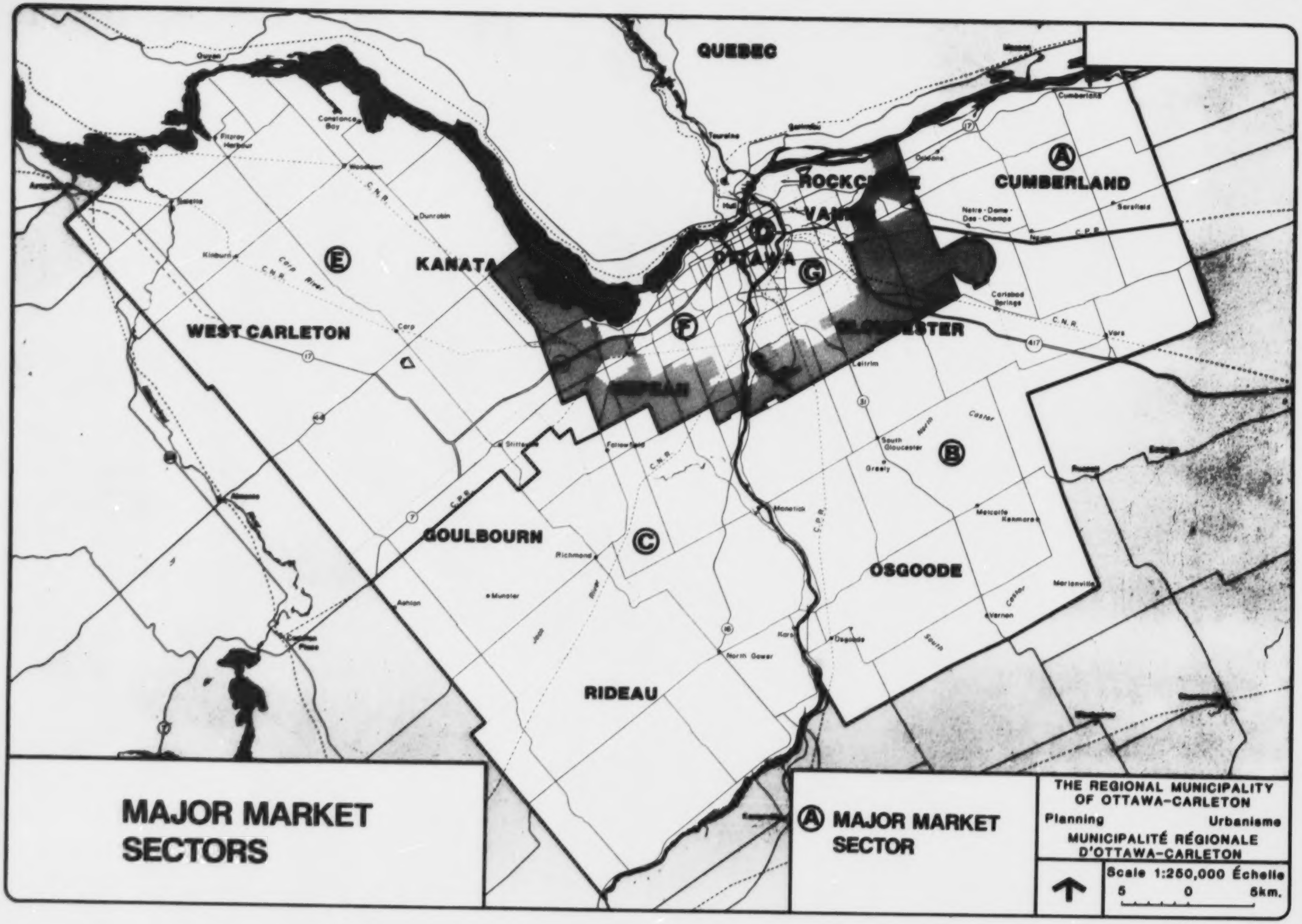
SOURCE: Larry Smith & Associates Ltd.

1) Based on the July 5, 7 and 8, 1989 in-mall customer survey conducted by The Coopers & Lybrand Consulting Group.

2) Includes 19 persons and $1,742 (10.3%) from Hull.

SECTION III

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON HISTORIC, CURRENT AND FUTURE POPULATION BY MARKET SECTOR


QUEBEC
CUMBERLAND
A
ROCKCLIFFE
VANIER
OTTAWA
D
G
GLOUCESTER
F
NEPEAN
KANATA
E
WEST CARLETON
GOULBOURN
C
RIDEAU
OSGOODE
B
Quyon
Fitzroy Harbour
Constance Bay
Woodlawn
Dunrobin
Galetta
Kinburn
Carp River
C.N.R.
C.P.R.
Carp
Stittsville
Fallowfield
Richmond
Munster
Ashton
Jock River
North Gower
Kars
Manotick
Osgoode
Vernon
Marionville
Metcalfe
Kenmore
Greely
South Gloucester
Leitrim
Castor
North
South
Vars
Carlsbad Springs
Navan
Notre-Dame-Des-Champs
Sarsfield
Orleans
Cumberland
Masson
Hull
Touraine
Gatineau
17
417
31
16
7
44

MAJOR MARKET SECTORS

Ⓐ MAJOR MARKET SECTOR

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:250,000 Échelle
5 0 5km.

SECTION III

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON HISTORIC, CURRENT AND FUTURE POPULATION BY MARKET SECTOR

One of the most important factors in determining the retail volume potential available in Ottawa-Carleton is the number of people who will be residing in the Region in future years. In this section we have discussed historic population growth in the Region and the prospects for growth in future years.

The Region has been divided into seven distinct sectors in order to analyze market growth throughout the different portions of the Region. These are identified on the facing map. The market sectors were defined for analytical purposes only. They do not represent trade areas. The Central Area is represented by market sector D. Sectors F and G represent the portions of the Region within the greenbelt on either side of the Rideau River. Sectors A, B, C and E correspond to those portions of the RMOC outside the greenbelt. In order to compare the market sectors used in the 1989 study with those incorporated into the 1984 study, the following table may be used.

EQUIVALENT MARKET SECTORS 1984 AND 1989

1984 Study		1989 Study
Market Sectors A + B	Equal	Market Sectors A + B + G
Market Sector C	Equals	Market Sectors C + E + F
Market Sector D	Equals	Market Sector D

We would caution that these market sectors should not be confused with the trade areas discussed in the previous section.

TABLE 2

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
HISTORIC AND CURRENT POPULATION BY MARKET SECTOR

	1976(1		1981(1		1986(1		1989(2
SECTOR A	15,663		28,191		52,353		65,900
Periodic Growth		12,528		24,162		13,547	
Average Annual Growth		2,506		4,832		4,516	
SECTOR B	16,659		16,581		18,728		20,100
Periodic Growth		(78)		2,147		1,372	
Average Annual Growth		(16)		429		457	
SECTOR C	18,526		26,142		33,308		40,400
Periodic Growth		7,616		7,166		7,092	
Average Annual Growth		1,523		1,433		2,264	
SECTOR D	82,857		77,981		79,105		76,200
Periodic Growth		(4,876)		1,124		(2,905)	
Average Annual Growth		(975)		225		(968)	
SECTOR E	25,149		33,206		44,647		52,500
Periodic Growth		8,057		11,441		7,853	
Average Annual Growth		1,611		2,288		2,618	
SECTOR F	185,736		179,696		186,333		186,800
Periodic Growth		(6,040)		6,637		467	
Average Annual Growth		(1,208)		1,327		156	
SECTOR G	175,943		185,052		192,165		196,400
Periodic Growth		9,109		7,113		4,235	
Average Annual Growth		1,822		1,423		1,412	
TOTAL REGION	520,533		546,849		606,639		638,300
Periodic Growth		26,316		59,790		31,661	
Average Annual Growth		5,263		11,958		10,554	

SOURCE: Larry Smith & Associates Ltd.
1) Statistics Canada, Census of Canada, 1976, 1981, 1986.
2) Current population provided by the Regional Municipality of Ottawa-Carleton Planning Department.

Historic and Current Population

The historic and current population figures for the Regional Municipality of Ottawa-Carleton have been indicated on the facing Table 2.

On Table 2 we have shown the historic population levels for the census years 1976, 1981 and 1986 as well as the estimated 1989 population. The 1989 population estimates were provided by the Regional Municipality of Ottawa-Carleton Planning Department. For the historic years indicated, Statistics Canada, Census of Canada data has been used.

Overall, the Region has been experiencing high levels of population growth. From 1981 to 1986, the region experienced an increase of over 59,000 persons or an average of nearly 12,000 per year. Slightly lower annual growth rates have been experienced since 1986. As can be seen from Table 2, the fastest growing portions of the region are the suburban communities outside of the greenbelt i.e. Orleans in Sector A, Barrhaven in Sector C and Kanata in Sector E. Consistently high increases have also been exhibited in Sector G, the portion of the region within the greenbelt, east of the Ottawa River. Residential growth in this sector is concentrated largely towards the south. In contrast, the central core (Sector D) has experienced a population decline between 1976 and 1989.

Projected Population

The future population range levels for the Region and the individual market sectors are indicated on Table 3. On this table, we have indicated a low and a high population projection for each year. The low projection reflects current Official Plan forecasts. The high projection is based on more recent trends and may be more realistic. These forecasts were provided by the Regional Municipality of Ottawa-Carleton Planning Department.

The Regional population is projected to increase at an average annual rate of between 7,000 and 11,000 persons per year over the study period analyzed. Kanata, Orleans and Barrhaven are expected to continue to absorb the largest

TABLE 3

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
CURRENT AND PROJECTED POPULATION BY MAJOR SECTOR

	1989		1994			2001	
			Low	High		Low	High
SECTOR A	65,900		80,000 -	82,000		91,000 -	99,000
Periodic Growth		14,100 - 16,100			11,000 - 17,000		
Average Annual Growth		2,820 - 3,220			1,571 - 2,429		
SECTOR B	20,100		23,000 -	30,000		36,000 -	44,000
Periodic Growth		2,900 - 9,900			13,000 - 14,000		
Average Annual Growth		580 - 1,980			1,857 - 2,000		
SECTOR C	40,400		48,000 -	53,000		63,000 -	70,000
Periodic Growth		7,600 - 12,600			15,000 - 17,000		
Average Annual Growth		1,520 - 2,520			2,143 - 2,429		
SECTOR D	76,200		75,000 -	76,000		75,000 -	77,000
Periodic Growth		(1,200) - (200)			0 - 1,000		
Average Annual Growth		(240) - (40)			0 - 143		
SECTOR E	52,500		62,000 -	69,000		74,000 -	87,000
Periodic Growth		9,500 - 16,500			12,000 - 18,000		
Average Annual Growth		1,900 - 3,300			1,714 - 2,571		
SECTOR F	186,800		184,000 -	185,000		184,000 -	185,000
Periodic Growth		(2,800) - (1,800)			0 - 0		
Average Annual Growth		(560) - (360)			0 - 0		
SECTOR G	196,400		199,000 -	204,000		202,000 -	213,000
Periodic Growth		2,600 - 7,600			3,000 - 9,000		
Average Annual Growth		520 - 1,520			429 - 1,286		
TOTAL REGION	638,300		671,000 -	699,000		725,000 -	775,000
Periodic Growth		32,700 - 60,700			54,000 - 76,000		
Average Annual Growth		6,540 - 12,140			7,714 - 10,857		

SOURCE: Larry Smith & Associates Ltd.
1) Current and projected population provided by the Regional Municipality of Ottawa-Carleton Planning Department.

portion of the Region's population to 2001. After 1994, significant increases are also projected for Sector B, particularly in the vicinity of Leitrim. Growth within the greenbelt will be minimal. In fact a decline in population is anticipated for both sectors D and F.

In summary, based on the high projection scenario, the Region's current population of 638,300 is expected to increase to 699,000 by 1994, and 775,000 by the end of the study period in 2001. This represents a growth rate of approximately 11,400 persons per year. Under the low growth scenario, the RMOC population would reach 725,000 by 2001, representing an average increase of 7,225 persons per year.

It should be stressed that these population projections, although the best estimates at this time, may change to some extent due to unforeseeable socio-economic and planning decisions yet to be reached. To the extent that such variations actually do occur, the projections and market potential indicated in this study should be reviewed in future years and revised, if necessary.

SECTION IV

PER CAPITA INCOME AND DSTM EXPENDITURE POTENTIAL

TABLE 4

PERSONAL PER CAPITA INCOME

Year	Canada Income[1]	Canada Increase	Ontario Income[1]	Ontario Increase	Province of Ontario as a % of Canada
1976	$ 6,877	-	$ 7,570	-	110.1%
1977	$ 7,512	9.2%	$ 8,212	8.5%	109.3%
1978	$ 8,299	10.5%	$ 8,985	9.4%	108.3%
1979	$ 9,242	11.4%	$ 9,953	10.8%	107.7%
1980	$10,352	12.0%	$11,016	10.7%	106.4%
1981	$12,046	16.4%	$12,757	15.8%	105.9%
1982	$13,214	9.7%	$14,071	10.3%	106.5%
1983	$13,840	4.7%	$14,997	6.6%	108.4%
1984	$14,903	7.7%	$16,422	9.5%	110.2%
1985	$15,987	7.3%	$17,623	7.3%	110.2%
1986	$16,927	5.9%	$18,792	6.6%	111.0%
1987	$18,084	6.8%	$20,200	7.5%	111.7%
1988	$19,308	6.8%	$21,598	6.9%	111.9%
1989	$20,500[2]	6.2%	$23,000[3]	6.5%	112.2%

	1989 Per Capita Income[4]	1989 Index to Province[5]	1989 Index to RMOC
Province of Ontario	$23,000	100.0	-
RMOC	$27,780	120.8	100.0
Sector A	$27,370	119.0	98.5
Sector B	$23,690	103.0	85.3
Sector C	$28,175	122.5	101.4
Sector D	$29,210	127.0	105.1
Sector E	$28,060	122.0	101.0
Sector F	$28,175	122.5	101.4
Sector G	$27,255	118.5	98.1

SOURCE: Larry Smith & Associates Ltd.

1) Statistics Canada, National Income and Expenditure Accounts Publication 13-201 (revised data, 1976-1988).
2) Larry Smith & Associates Ltd. estimate based on Statistics Canada, National Income and Expenditure Accounts Publication 13-201, First Quarter 1989.
3) Larry Smith & Associates Ltd. estimate based on Minstry of Treasury and Economics, Ontario Economic Accounts, First Quarter 1989.
4) Calculated by multiplying the Index to Province by the 1989 Ontario per capita income of $23,000. Figures are rounded to the nearest $5.00.
5) Based on Statistics Canada, Census of Canada 1981 and 1986 and Revenue Canada Taxation Statistics, 1985 - 1987.

SECTION IV

PER CAPITA INCOME AND DSTM EXPENDITURE POTENTIAL

In addition to future population, trade area income and expenditure levels will influence the retail sales potential available in a given market. This section of the report comprises a discussion of per capita income and DSTM expenditure levels applicable to the Region of Ottawa-Carleton and the individual market sectors.

It has been our experience based on extensive market research, that average per capita income levels provide a reliable guide to retail expenditure habits. Although there are a number of intervening variables affecting human preferences and shopping patterns, population groupings with similar income characteristics tend to have similar expenditure habits for broad merchandise categories.

Per Capita Income

The average personal per capita income for Canada, and the Province of Ontario has been indicated in Table 4 for the years 1976 through 1989. Income relationships, between the Province and Canada, have also been summarized on this table. The average Canadian per capita income has increased from $6,877 in 1976, to an estimated $20,500 in 1989.

In general, during the period 1976 to 1989, the Ontario per capita income has increased at a rate similar to that for Canada. However, in recent years, income growth in Ontario has been slightly higher than that for the country as a whole. In 1989 the Ontario income has been calculated at 12.2% above the Canadian average, reflecting the Province's strong economic performance, relative to the remainder of the nation in recent years. The Canadian and Ontario income statistics are based on first-quarter 1989 results.

In the lower portion of Table 4, we have indicated the 1989 average personal per capita income for the Province of Ontario, the Region of Ottawa-Carleton and the individual market sectors.

As can be seen from Table 4, the highest per capita incomes are found in Sector D, the central area. As with many Canadian cities, the downtown core and surrounding neighbourhoods contain the most expensive residential lands in the region. Consequently, they are in demand for luxury apartment and townhouse developments, gentrified homes and similar housing types frequently being occupied by multi-earner households. As a result, the average income in this zone is noticeably higher than both the RMOC and provincial averages.

The lowest incomes are found in Sector B, a predominantly rural area on the east side of the Rideau River. As this sector becomes more urbanized, incomes will rise accordingly.

In 1989, the average per capita income in all major sectors exceeded the provincial average. The currently estimated 1989 average per capita income for RMOC residents amounts to $27,780, some 20.8% higher than the corresponding level for Ontario.

Per Capita Department Store Type Merchandise (DSTM) Expenditures

Department Store Type Merchandise (DSTM) includes all merchandise commonly sold in Canadian department stores and in specialty stores carrying similar items. The following broad store categories comprise the DSTM group:

- department stores;
- general merchandise;
- apparel and accessories;
- household furnishings/hardware;
- drugs; and
- other specialty DSTM.

TABLE 5

PERSONAL PER CAPITA DSTM EXPENDITURES AND OTTAWA-CARLETON POTENTIAL

	Current Dollars			Constant 1989 Dollars		
	1976	1981	1986	1989	1994	2001
Ontario						
Per Capita Income	$7,570	$12,757	$18,792	$23,000		
Per Capita DSTM Expenditure (1	$949	$1,396	$2,087	$2,550		
% of Income	12.5%	10.9%	11.1%	11.1%		
Region of Ottawa-Carleton						
Per Capita Income				$27,780		
Per Capita DSTM Expenditure (2				$2,815		
% of Income				10.1%		
Sector A						
Per Capita Income				$27,370		
Per Capita DSTM Expenditure				$2,790	$3,000	$3,290
% of Income				10.2%		
Low Population Projection				65,900	80,000	91,000
High Population Projection				65,900	82,000	99,000
DSTM Potential (Low Projection) (3				$183.9	$240.0	$299.4
DSTM Potential (High Projection) (3				$183.9	$246.0	$325.7
Sector B						
Per Capita Income				$23,690		
Per Capita DSTM Expenditure				$2,590	$2,785	$3,055
% of Income				10.9%		
Low Population Projection				20,100	23,000	36,000
High Population Projection				20,100	30,000	44,000
DSTM Potential (Low Projection) (3				$52.1	$64.1	$110.0
DSTM Potential (High Projection) (3				$52.1	$83.6	$134.4
Sector C						
Per Capita Income				$28,175		
Per Capita DSTM Expenditure				$2,835	$3,050	$3,345
% of Income				10.1%		
Low Population Projection				40,400	48,000	63,000
High Population Projection				40,400	53,000	70,000
DSTM Potential (Low Projection) (3				$114.5	$146.4	$210.7
DSTM Potential (High Projection) (3				$114.5	$161.7	$234.2
Sector D						
Per Capita Income				$29,210		
Per Capita DSTM Expenditure				$2,895	$3,110	$3,415
% of Income				9.9%		
Low Population Projection				76,200	75,000	75,000
High Population Projection				76,200	76,000	77,000
DSTM Potential (Low Projection) (3				$220.6	$233.3	$256.1
DSTM Potential (High Projection) (3				$220.6	$236.4	$263.0

TABLE 5 (continued)

PERSONAL PER CAPITA DSTM EXPENDITURES AND OTTAWA-CARLETON POTENTIAL

	Constant 1989 Dollars		
	1989	1994	2001
Sector E			
Per Capita Income	$28,060		
Per Capita DSTM Expenditure	$2,830	$3,040	$3,340
% of Income	10.1%		
Low Population Projection	52,500	62,000	74,000
High Population Projection	52,500	69,000	87,000
DSTM Potential (Low Projection) (3	$148.6	$188.5	$247.2
DSTM Potential (High Projection) (3	$148.6	$209.8	$290.6
Sector F			
Per Capita Income	$28,175		
Per Capita DSTM Expenditure	$2,835	$3,050	$3,345
% of Income	10.1%		
Low Population Projection	186,800	184,000	184,000
High Population Projection	186,800	185,000	185,000
DSTM Potential (Low Projection) (3	$529.6	$561.2	$615.5
DSTM Potential (High Projection) (3	$529.6	$564.3	$618.8
Sector G			
Per Capita Income	$27,255		
Per Capita DSTM Expenditure	$2,785	$2,995	$3,285
% of Income	10.2%		
Low Population Projection	196,400	199,000	202,000
High Population Projection	196,400	204,000	213,000
DSTM Potetnial (Low Projection) (3	$547.0	$596.0	$663.6
DSTM Potential (High Projection) (3	$547.0	$611.0	$699.7
TOTAL OTTAWA-CARLETON DSTM POTENTIAL (Low Projection)	**$1,796.3**	**$2,029.5**	**$2,402.5**
TOTAL OTTAWA-CARLETON DSTM POTENTIAL (High Projection)	**$1,796.3**	**$2,112.8**	**$2,566.4**

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada, Retail Trade (Cat. #63-005). Figure for 1989 has been estimated based on January to June 1989 data.
2) Calculated by dividing the total RMOC DSTM potential by the 1989 population.
3) Millions of constant 1989 dollars.

The Appendix L section should be consulted for a complete breakdown of the specific stores included in each category. Excluded from the DSTM group are food stores, liquor, beer and wine outlets, automotive facilities and home improvement centres. Furthermore, expenditures that are of a service nature, such as those made in restaurants, fast food establishments, hair salons, travel agencies and other similar facilities are also not included.

Basing DSTM expenditures on historic Retail Trade Statistics, published by Statistics Canada, as well as local income levels, the relationship between per capita income and DSTM expenditures has been indicated on Table 5 for the Province of Ontario, the Region of Ottawa-Carleton, and the seven market sectors. Historically, as incomes increase, DSTM expenditures increase as well, although generally not at the same rate. Therefore, the percentage which DSTM sales represent of income tends to decline as incomes increase. This trend has reversed itself in recent years with DSTM expenditures in Ontario increasing at a greater rate, largely due to post 1981 recession consumer confidence.

During the period 1976 to 1981, DSTM expenditures in Ontario increased from $949 to $1,396, although the share which this figure represents as a percent of income decreased from 12.5% to 10.9%. A slight reversal of this trend occurred between 1981 and 1986 with per capita expenditures increasing relative to income. In 1989, the average Ontario per capita DSTM expenditure has been calculated at $2,550 representing 11.1% of income. Within the Region, per capita DSTM expenditures range from $2,590 in Sector B to $2,895 in Sector D reflecting income differentials. Because of its large population, Sector G contains the highest expenditure potential at $547.0 million.

Future DSTM Potential

As expressed in the assumptions underlying this study, future changes in expenditure patterns, which are solely due to inflation, have not been recognized. Future expenditures reflect the 1989 value of the Canadian dollar. Increases in per capita DSTM expenditure levels, based on increases in the standard of living (i.e. real growth) are expected to average 1.5% per year on an uninflated basis throughout the study period. A more detailed discussion of real growth in expenditures is contained in the appendix section. Multiplying per capita DSTM expenditures by the estimated population for each zone of the trade area provides the total DSTM potential for 1989 and each of the future years being analyzed. For future years we have shown the potential using both the high and low population projections. The total potential available in the RMOC as of 1989 amounts to $1,796.3 million. Total DSTM potential in future years is calculated to reach between $2,029.5 million and $2,112.8 million by 1994, expressed in the 1989 value of the Canadian dollar. By 2001, the total potential available from RMOC residents is estimated at between $2,402.5 million and $2,566.4 million, expressed in constant 1989 dollar values.

SECTION V

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON DEPARTMENT STORE COMPETITION

TABLE 6

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
DEPARTMENT STORE COMPETITION

Store		Opening Year	Size	1989 Volume Capacity(1 ($Millions)	Effective Competition(2 ($Millions)
Traditional Department Stores					
Robinsons'-Ogilvy's	Rideau Centre	Pre 1960	127,000		
Eatons	Rideau Centre	1983	247,000		
The Bay	Rideau Centre	Pre 1960	320,000		
Eatons	Bayshore S. C.	1973	172,000		
The Bay	Bayshore S. C.	1973	181,000		
Sears	St. Laurent S. C.	1967	122,000		
The Bay	St. Laurent S. C.	1967	126,000(3		
Sears	Carlingwood S. C.	1956	170,000		
Robinsons'-Ogilvy's	Billings Bridge	1952	60,000		
Robinsons'-Ogilvy's	Lincoln Heights	1972	56,000		
The Bay Home Store	Shoppers City East	1973	63,000		
Sears Warehouse	Walkley Road	Pre 1960	24,000		
TOTAL TRADITIONAL STORES			1,668,000	$344.5	$280.7
Discount/Junior Department Stores					
M Store	Bayshore S. C.	1973	78,000		
Zellers	Beacon Hill S. C.	1975	41,000		
K-Mart	Bell's Corners	1971	100,000		
K-Mart	Blossom Park	1971	88,000		
Zellers	Carlingwood S. C.	1956	48,000		
Towers	Cyrville Road	1961	108,000		
Towers	Hazeldean Mall	1979	66,000		
Zellers	Herongate Mall	1981	65,000		
Woolco	Lincoln Heights	1972	150,000		
M Store	Meadowlands Mall	1968	58,000		
Woolco	Merivale Mall	1977	130,000		
K-Mart	Merivale Road	1967	75,000		
Zellers	Pinecrest S. C.	1982	67,000		
Woolco	Place D'Orleans	1983	107,000		
Towers	Shoppers City West	1961	51,000		
Zellers	Sparks Street	1985	42,000		
K-Mart	St. Laurent Blvd.	1968	94,000		
TOTAL DISCOUNT STORES			1,368,000	$215.2	$186.5
TOTAL RMOC STORES			3,036,000	$559.7	$467.2
NON-RMOC STORES			N/A	N/A	$5.3
TOTAL ALL STORES			N/A	N/A	$472.5

SOURCE: Larry Smith & Associates Ltd.

1) Larry Smith & Associates Ltd. estimates based on Statistics Canada Department Store Sales and Stocks (Cat. 63-002) and the Ottawa-Hull weekly department store sales report.
2) Sales from RMOC residents only. The effective competition is calculated by multiplying the total 1989 potential department store expenditures from RMOC residents by the market share attracted by each store as determined by the consumer survey.
3) Includes space occupied by the Bay Fashion Clearance Centre located in a separate unit from the main St. Laurent The Bay store.

SECTION V

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON DEPARTMENT STORE COMPETITION

We have conducted an inventory of all department stores in the Regional Municipality of Ottawa-Carleton. The size and competitive effectiveness of these existing stores have been indicated on Table 6. The competitive effectiveness refers to the sales attributable to Ottawa-Carleton residents only as derived from the consumer expenditure surveys. The existing inventory includes 12 traditional department stores with a combined size of 1,668,000 square feet and 17 discount or junior department stores totalling 1,368,000 square feet. These 29 stores combined total 3,036,000 square feet, or 4.76 square feet per resident. This level represents a decline since 1984 when department store space in the Region on a per capita basis was 5.20 square feet. This decline occurred because the Region's population increased by well over 50,000 persons between 1984 and 1989, while over the same period, no new department stores were opened.

The largest concentration of department store space in the Region is located in downtown Ottawa, with a total of 736,000 square feet. This includes The Bay, Eaton's, and Robinson's-Ogilvy's stores located in the Rideau Centre, as well as the recently relocated Zellers junior department store on Sparks Street. Together these stores account for approximately 25.0% of the total department store space in the Region.

Based on current Statistics Canada retail sales data for the Ottawa-Hull Census Metropolitan Area (CMA) together with the consumer survey and the nine in-mall customer surveys, we have calculated the total sales volume of all department stores in the RMOC at $559.7 million for 1989. This represents an average sales per square foot level of $184. The consumer surveys conducted for this assignment suggest that the downtown stores achieve a somewhat lower average sales level, while the suburban stores are performing well above the regional average. The published data and survey results also suggest that for the region as a whole, traditional department stores average $207 per square foot, whereas their junior counterparts attain sales volumes averaging $157 per square foot. It should be noted

TABLE 7

OTTAWA-HULL CMA DEPARTMENT STORE SALES PER SQUARE FOOT[1]

	1981	1982	1983	1984	1985	1986	1987	1988	1989[2]
Traditional Department Stores									
Sales[3]	$260,174	$274,085	$310,747	$318,584	$327,504	$331,803	$355,712	$364,088	$381,900
Effective Space[4]	1,644,000	1,644,000	1,865,000	1,860,000	1,821,000	1,760,000	1,810,000	1,865,000	1,901,000
Sales Per Sq. Ft.	$158	$167	$167	$171	$180	$189	$197	$195	$201
Percent Change	-	5.7%	0.0%	2.4%	5.3%	5.0%	4.2%	-1.0%	3.1%
Discount/Junior Department Stores									
Sales[3]	$135,619	$149,554	$169,479	$185,752	$205,720	$227,933	$244,358	$258,510	$270,900
Effective Space[4]	1,441,000	1,507,000	1,595,000	1,647,000	1,647,000	1,730,000	1,697,000	1,697,000	1,697,000
Sales Per Sq. Ft.	$94	$99	$106	$113	$125	$132	$144	$152	$160
Percent Change	-	5.3%	7.1%	6.6%	10.6%	5.6%	9.1%	5.6%	5.3%
Total Department Stores									
Sales[3]	$395,793	$423,639	$480,226	$504,336	$533,224	$559,736	$600,070	$622,598	$652,800
Effective Space[4]	3,085,000	3,151,000	3,460,000	3,507,000	3,468,000	3,490,000	3,507,000	3,562,000	3,598,000
Sales Per Sq. Ft.	$128	$134	$139	$144	$154	$160	$171	$175	$181
Percent Change	-	4.7%	3.7%	3.6%	6.9%	3.9%	6.9%	2.3%	3.4%

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada, Department Store Sales and Stocks (Cat. 63-002).
2) Sales for 1989 have been estimated based on January to June data.
3) Thousands of current dollars.
4) Space total has been adjusted to reflect the competitive effectiveness of individual stores open for only a portion of the year.

that these sales are high in comparison to other major urban markets across the country.

Based on the results of the consumer survey conducted for this study, we have determined that $467.2 million is spent by Ottawa-Carleton residents in RMOC stores. This represents 83.5% of the total sales volume for these stores.

A detailed analysis of historic department store sales levels in the Ottawa-Hull Census Metropolitan Area (CMA) is shown in Table 7. It indicates the sales per square foot levels for traditional and junior department stores between 1981 and 1989. The Ottawa-Hull CMA is larger than the Regional Municipality of Ottawa-Carleton. It includes the municipalities of Hull, Aylmer and Gatineau together with several additional rural townships in Ontario and Quebec, and incorporates seven additional department stores. Between 1981 and 1989, sales levels in all department stores increased by 41.4% or from $128 to $181 per square foot.

Sales in traditional department stores climbed from $158 per square foot in 1981 to $201 per square foot by 1989, an increase of 27.2%. Growth in traditional store sales levels was outpaced by the discount stores which increased by 70.2% between 1981 and 1989. This trend has been common throughout North America, where traditional stores have had difficulty responding to the more sophisticated retail strategies employed by the specialty store chains. Discount department stores on the other hand continue to dominate the off-price market.

In recent years, the total amount of department store space in the Regional Municipality of Ottawa-Carleton has remained relatively constant, although individual chains have experienced change. Since 1981 only 513,000 square feet of department store space has been added to the regional total. This has been divided equally between major and junior stores. The most notable changes include the following:

- The addition of a new Eaton's store and the expansion of the existing Bay and Robinson's-Ogilvy's stores in 1983 as part of the downtown Rideau Centre project;
- The subsequent downsizing of Robinson's-Ogilvy's at the Rideau Centre from 188,000 to 127,000 square feet to accommodate a Brettons fashion store at Rideau Centre in 1986;
- The closing of the downtown Simpsons store in 1983, thereby ceasing the operation of this chain in the Ottawa area;
- The closing of the Caplan's traditional department store on Sparks Street; and
- The relocation of the small Sparks Street Zellers store to a new building also on Sparks Street during 1985.

Also of note is the fact that no new department stores have been added to the region since the previous retail study in 1984. This accounts for the decline in the per capita space ratio. Changes to the inventory since that time have been minor, including the conversion of the Miracle Mart at Meadowlands Mall to a smaller M Store, the opening of a Bay Fashion Clearance Centre at St. Laurent Shopping Centre, and the reclassification of two small Zellers stores by Statistics Canada from general merchandise outlets to junior department stores.

In addition to these changes, a 105,000 square foot Eaton's store was added to Les Promenades De L'Outaouais in Gatineau during 1987. Although no new department stores have been added to the RMOC since 1984, there are a number of proposals and projects which will greatly increase the availability of department store space. A 100,000 square foot Robinson's-Ogilvy's and a 125,000 square foot Eaton's store are currently under construction at Place D'Orleans in the eastern portion of the region. Longer term plans call for regional shopping centres in Kanata, South Keys and possibly Barrhaven, all of which will likely contain a multiple number of department stores. The possibility also exists for a department store to be included in the World Exchange Plaza under construction in downtown Ottawa. Similarly, a small department store may also be located in the first three storeys of the historic Daly Building, a major downtown renovation project.

SECTION VI

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON DEPARTMENT STORE POTENTIAL

SECTION VI

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON DEPARTMENT STORE POTENTIAL

In this section of the study we have determined the future department store space warranted in the Region of Ottawa-Carleton. Because department stores account for a large portion of DSTM space and the strategy of department store location is different from that applicable to other retail facilities, department stores have been analyzed separately. In addition, the number of traditional and discount or junior department stores warranted in future years will have a significant bearing on the number of regional and community shopping centres that could be supported in the region. The department store share of total DSTM, the residual department store potential, and warranted future department store space are discussed in this section of the study for each major market sector, as well as for the total Regional Municipality of Ottawa-Carleton. In addition, the distribution of this space between traditional and discount stores has also been identified.

RMOC Department Store Volume and Residual Potential

In this section of the study, the portion of RMOC residents' DSTM expenditures attracted to department stores has been calculated. Our determination of the current department store share for each market sector has been based on a review of:

- the existing department store competition in the trade area and vicinity;
- the results of the in-home consumer survey;
- Province of Ontario and Ottawa-Hull Metropolitan Area historic and current department store sales data as reported by Statistics Canada; and
- previous market research conducted by our firm in the Ottawa area.

Department store shares of DSTM in the Province of Ontario since 1976 are shown in the following table:

PROVINCE OF ONTARIO
HISTORIC DEPARTMENT STORE SHARE[1]

Year	Department Store Share of DSTM Sales
	Ontario
1976	30.6%
1981	29.9%
1982	28.9%
1983	28.2%
1984	27.5%
1985	26.3%
1986	25.4%
1987	24.6%
1988	24.2%

SOURCE: Larry Smith & Associates Ltd.
1) Based on Statistics Canada, Retail Trade (Catalogue 63-005).

As is indicated, the share of DSTM expenditures captured by Ontario department stores has declined significantly in recent years. As a percentage of DSTM sales, department store sales declined from 30.6% in 1976 to 24.2% in 1988. This is representative of the general trend found in most Canadian markets and reflects the fact that the specialty store sector has been much better able to react to changing trends in consumer demand than department stores, thus increasing their share of the total market. Although the share of total DSTM expenditures attracted to department stores has declined over time, increases in dollar expenditures at these establishments have continued.

Based on the information discussed above, we have estimated the existing department store shares in the seven market sectors. As indicated in the following Table 8, department store shares in 1989 range from 22.5% in Sector A, which consists of the Community of Orleans and the surrounding rural area to 29.5% in Sector B, the rural area outside the greenbelt in

TABLE 8

REGIONAL MUNICIPALITY OF OTTAWA CARLETON
DEPARTMENT STORE RESIDUAL POTENTIAL BY MARKET SECTOR
($ Millions of 1989 Constant Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector A					
Total DSTM Potential	$183.9	$240.0	$246.0	$299.4	$325.7
Department Store Share					
@ 22.5%(1	$41.4				
@ 27.0%		$64.8	$66.4		
@ 25.0%				$74.9	$81.4
Residual Potential	N/A	$23.4	$25.0	$33.5	$40.0
Sector B					
Total DSTM Potential	$52.1	$64.1	$83.6	$110.0	$134.4
Department Store Share					
@ 29.5%(1	$15.4				
@ 30.0%		$19.2	$25.1		
@ 27.5%				$30.3	$37.0
Residual Potential	N/A	$3.8	$9.7	$14.9	$21.6
Sector C					
Total DSTM Potential	$114.5	$146.4	$161.7	$210.7	$234.2
Department Store Share					
@ 26.9%(1	$30.8				
@ 27.5%		$40.3	$44.5		
@ 28.5%				$60.0	$66.7
Residual Potential	N/A	$9.5	$13.7	$29.2	$35.9
Sector D					
Total DSTM Potential	$220.6	$233.3	$236.4	$256.1	$263.0
Department Store Share					
@ 24.0%(1	$52.9				
@ 25.0%		$58.3	$59.1		
@ 25.0%				$64.0	$65.8
Residual Potential	N/A	$5.4	$6.2	$11.1	$12.9

TABLE 8 (continued)

REGIONAL MUNICIPALITY OF OTTAWA CARLETON
DEPARTMENT STORE RESIDUAL POTENTIAL BY MARKET SECTOR
($ Millions of 1989 Constant Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector E					
Total DSTM Potential	$148.6	$188.5	$209.8	$247.2	$290.6
Department Store Share					
@ 27.2%(1	$40.4				
@ 29.0%		$54.7	$60.8		
@ 27.5%				$68.0	$79.9
Residual Potential	N/A	$14.3	$20.4	$27.6	$39.5
Sector F					
Total DSTM Potential	$529.6	$561.2	$564.3	$615.5	$618.8
Department Store Share					
@ 24.8%(1	$131.3				
@ 25.0%		$140.3	$141.1		
@ 27.5%				$169.3	$170.2
Residual Potential	N/A	$9.0	$9.8	$38.0	$38.9
Sector G					
Total DSTM Potential	$547.0	$596.0	$611.0	$663.6	$699.7
Department Store Share					
@ 29.3%(1	$160.3				
@ 30.0%		$178.8	$183.3		
@ 29.0%				$192.4	$202.9
Residual Potential	N/A	$18.5	$23.0	$32.1	$42.6
TOTAL DSTM POTENTIAL	$1,796.3	$2,029.5	$2,112.8	$2,402.5	$2,566.4
TOTAL RMOC DEPARTMENT STORE POTENTIAL	$472.5	$556.4	$580.3	$658.9	$703.9
TOTAL RMOC DEPARTMENT STORE SHARE	26.3%	27.4%	27.5%	27.4%	27.4%
TOTAL RESIDUAL POTENTIAL	N/A	$83.9	$107.8	$186.4	$231.4

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada, Department Store Sales and Stocks (Catalogue 63-003), The Inventory of Competitive Space and the in-home consumer survey.

the eastern portion of the region. This variation by zone is based on the results of the consumer survey. On average, the department store share in the region is estimated at 26.3%, which is slightly higher than the Ontario average.

The shares for each zone in the projection years reflect a number of assumptions regarding the development of specific shopping centre sites. These include:

- The completion of the Place D'Orleans expansion including department stores operated by Eaton's and Robinson's-Ogilvy's, by 1990. As a result, department store shares in Sector A are estimated to increase from a current level of 22.5% to 27.0% by 1994. Smaller increases are expected in Sectors B and G for the same reason. In the long term, however, shares are expected to decrease from the 1994 level to account for the national trend towards decline in department store shares.

- The opening of the first phase of a regional shopping centre in Kanata prior to 1994. As a result, the department store share of Sector E residents is projected to increase in 1994. In future years this share will likely decrease as is the case in Sector A.

- The opening of a regional shopping centre in South Keys by 1994. This will cause the shares in Sectors C and G to increase. Because the shares in these two sectors are already very high (close to 30.0%), future increases are not expected to be very great. These shares decline in future years.

- The completion of the first phase of a regional shopping centre in Barrhaven by 2001. This project will influence shares in Sector C.

Based on this analysis, the total department store potential in the region is projected to grow from $472.5 million in 1989 to $658.9 million by 2001 using the low population projection. With the high projection, the 2001 department store potential amounts to $703.9 million. As a percent of total

DSTM expenditures the department store potential is estimated to increase from 26.3% to 27.4% in 1994 and 2001 for both projections.

The residual or additional department store volume which is available from RMOC residents living in each major market sector has also been shown in Table 8. It should be recognized that a residual study approach is a conservative method of evaluating future department store potential. This is because it assumes the continued normal competitive effect of all existing department stores in the RMOC. Based on residual opportunity only, future department store space would not require any transfer of sales from existing department stores. As shown on Table 8, the residual department store potential amounts to some $83.9 million by 1994 and $186.4 million by the end of the study period, in 2001. It must be emphasized again that the sectors specified do not represent trade areas which tend to be "site specific".

Future Warranted Department Store Space

The residual department store potential has been shown on Table 9 for each of the major market sectors analyzed. The residuals indicated represent the volume available from RMOC residents only. Department store expenditures made by tourists, occasional visitors, and other non-residents have not been considered at the sector level. For the region as a whole, we have projected that the inflow of department store sales will amount to some 17.5% in future years. This is based on the in-mall surveys, as well as Statistics Canada department store sales data. As a result, the total additional RMOC department store potential has been calculated on Table 9 at between $101.7 million and $130.7 million by 1994, increasing to between $225.9 million and $280.5 million by 2001.

As mentioned above, it is important to distinguish between the amount of warranted traditional department store space and that suitable for discount or promotional stores. This distinction is of significance in identifying the number of regional and community shopping centres warranted in this market in future years because traditional department stores tend to locate in regional centres and discount stores in both regional and community type

TABLE 9

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED DEPARTMENT STORE SPACE BY MARKET SECTOR
($ Millions of Constant 1989 Dollars)

	1994		2001	
	Low	High	Low	High
Sector A				
Residual Department Store Potential	$23.4	$25.0	$33.5	$40.0
Sector B				
Residual Department Store Potential	$3.8	$9.7	$14.9	$21.6
Sector C				
Residual Department Store Potential	$9.5	$13.7	$29.2	$35.9
Sector D				
Residual Department Store Potential	$5.4	$6.2	$11.1	$12.9
Sector E				
Residual Department Store Potential	$14.3	$20.4	$27.6	$39.5
Sector F				
Residual Department Store Potential	$9.0	$9.8	$38.0	$38.9
Sector G				
Residual Department Store Potential	$18.5	$23.0	$32.1	$42.6

TABLE 9 (continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED DEPARTMENT STORE SPACE BY MARKET SECTOR
($ Millions of Constant 1989 Dollars)

	1994		2001	
	Low	High	Low	High
TOTAL RMOC RESIDUAL DEPARTMENT STORE RESIDUAL POTENTIAL	$83.9	$107.8	$186.4	$231.4
Plus: Inflow from Outside RMOC @ 17.5%(1	$17.8	$22.9	$39.5	$49.1
TOTAL RMOC DEPARTMENT STORE POTENTIAL	$101.7	$130.7	$225.9	$280.5
Traditional Store Share @ 60.0%(2	$61.0	$78.4	$135.5	$168.3
WARRANTED TRADITIONAL STORE SPACE				
@ $175 Per Square Foot	349,000	448,000		
@ $185 Per Square Foot			732,000	910,000
Discount/Junior Store Share @ 40.0%(2	$40.7	$52.3	$90.4	$112.2
WARRANTED JUNIOR/DISCOUNT STORE SPACE				
@ $150 Per Square Foot	271,000	349,000		
@ $160 Per Square Foot			565,000	701,000

SOURCE: Larry Smith & Associates Ltd.

1) Based on the in-mall customer surveys.

2) Based on Statistics Canada, Department Store Sales and Stocks (Catalogue 63-002), the Inventory of Competitive Space and Ottawa-Hull Weekly Department Store Sales released by Statistics Canada.

centres. Through an analysis of Statistics Canada department stores sales data published for the Ottawa Census Metropolitan Area, we have been able to establish that traditional department stores account for 58.8% of the department store sales in this market. For general planning purposes we would expect that approximately 60.0% of the future department store sales in the RMOC would be generated by traditional stores. The remainder would be served by discount or junior stores. At the end of Table 9 we have applied sales per square foot planning ratios applicable to junior and traditional stores, to these shares. Traditional stores generally achieve somewhat higher sales to area ratios than junior stores, and as a result this distinction must be made to derive the amount of warranted space for these two types of department stores.

On this basis between 349,000 and 448,000 square feet of traditional department store space would be warranted in the RMOC by 1994, increasing to between 732,000 and 910,000 square feet by the end of the study period. Recognizing the size of typical full-line traditional department stores in a major urban area, as well as the possible expansion of some of the existing major department stores, the warranted space identified in this category by 2001 would justify between five and eight new traditional department stores.

For discount or junior department stores, between 271,000 and 349,000 square feet GLA would be warranted by 1994 and between 565,000 and 701,000 square feet by 2001. Allowing for the possible expansion of existing junior or discount department stores which, however, is expected to be small, the space identified as being warranted for such stores by 2001 would indicate the need for six to ten separate units. Although most of these would probably locate in community centres, some may also become tenants in regional centres. The impact of this type of distribution on the future shopping centre structure and distribution will be discussed in the recommendations section of this study.

SECTION VII

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON NON-DEPARTMENT STORE SHARE OF DSTM

SECTION VII

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON NON-DEPARTMENT STORE SHARE OF DSTM

In addition to the warranted department stores, the most important comparison retail category is the specialty DSTM sector. The major store categories which comprise the non-department store DSTM group include:

- General Merchandise;
- Apparel and Accessories;
- Home Furnishings;
- Drugs/Cosmetics; and
- Other Specialty DSTM.

A detailed breakdown of the various stores included in these broad merchandise categories has been included in the Appendix L section.

On Table 10, we have determined the residual non-department store DSTM potential available from each sector. The non-department store DSTM potential for each sector is calculated by subtracting the department store share developed on Table 8 from the total DSTM potential. As in the department store analysis, the residual potential represents those expenditures in excess of the current volume. The total non-department store DSTM potential available from the trade area amounts to $1,323.8 in 1989 and will increase to between $1,743.6 million and $1,862.5 million by 2001. Using the low population projection, the residual is $149.3 million in 1996 and $419.8 million in 2001. With the high projection, the residual amounts to $208.7 million in 1994 and $538.7 million in 2001.

TABLE 10

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
NON-DEPARTMENT STORE DSTM RESIDUAL POTENTIAL BY MARKET SECTOR
($Millions of Constant 1989 Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector A					
Total DSTM Potential	$183.9	$240.0	$246.0	$299.4	$325.7
Less:Department Store Share	$41.4	$64.8	$66.4	$74.9	$81.4
Non-Department Store DSTM Potential	$142.5	$175.2	$179.6	$224.5	$244.3
Residual Potential	N/A	$32.7	$37.1	$82.0	$101.8
Sector B					
Total DSTM Potential	$52.1	$64.1	$83.6	$110.0	$134.4
Less:Department Store Share	$15.4	$19.2	$25.1	$30.3	$37.0
Non-Department Store DSTM Potential	$36.7	$44.9	$58.5	$79.7	$97.4
Residual Potential	N/A	$8.2	$21.8	$43.0	$60.7
Sector C					
Total DSTM Potential	$114.5	$146.4	$161.7	$210.7	$234.2
Less:Department Store Share	$30.8	$40.3	$44.5	$60.0	$66.7
Non-Department Store DSTM Potential	$83.7	$106.1	$117.2	$150.7	$167.5
Residual Potential	N/A	$22.4	$33.5	$67.0	$83.8
Sector D					
Total DSTM Potential	$220.6	$233.3	$236.4	$256.1	$263.0
Less:Department Store Share	$52.9	$58.3	$59.1	$64.0	$65.8
Non-Department Store DSTM Potential	$167.7	$175.0	$177.3	$192.1	$197.2
Residual Potential	N/A	$7.3	$9.6	$24.4	$29.5

TABLE 10 (continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
NON-DEPARTMENT STORE DSTM RESIDUAL POTENTIAL BY MARKET SECTOR
($Millions of Constant 1989 Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector E					
Total DSTM Potential	$148.6	$188.5	$209.8	$247.2	$290.6
Less:Department Store Share	$40.4	$54.7	$60.8	$68.0	$79.9
Non-Department Store DSTM Potential	$108.2	$133.8	$149.0	$179.2	$210.7
Residual Potential	N/A	$25.6	$40.8	$71.0	$102.5
Sector F					
Total DSTM Potential	$529.6	$561.2	$564.3	$615.5	$618.8
Less:Department Store Share	$131.3	$140.3	$141.1	$169.3	$170.2
Non-Department Store DSTM Potential	$398.3	$420.9	$423.2	$446.2	$448.6
Residual Potential	N/A	$22.6	$24.9	$47.9	$50.3
Sector G					
Total DSTM Potential	$547.0	$596.0	$611.0	$663.6	$699.7
Less:Department Store Share	$160.3	$178.8	$183.3	$192.4	$202.9
Non-Department Store DSTM Potential	$386.7	$417.2	$427.7	$471.2	$496.8
Residual Potential	N/A	$30.5	$41.0	$84.5	$110.1
TOTAL RMOC NON-DEPARTMENT STORE DSTM POTENTIAL	**$1,323.8**	**$1,473.1**	**$1,532.5**	**$1,743.6**	**$1,862.5**
TOTAL RESIDUAL POTENTIAL	**N/A**	**$149.3**	**$208.7**	**$419.8**	**$538.7**

SOURCE: Larry Smith & Associates Ltd.

Residual Non-Department Store DSTM Potential and Warranted Space

On Table 11 we have examined the residual volume potential for the non-department store DSTM type uses. We would emphasize again that the use of the residual study approach is a conservative method of evaluating future store potential since it assumes the continued full competitive effect of all existing stores in the RMOC. By applying the results of the consumer survey to our inventory of retail facilities in the Regional Municipality, we have been able to identify that the non-department store DSTM categories in total are enjoying adequate sales per square foot levels.

Similar to the department store category, an inflow factor estimated at 17.5% of total RMOC residual potential has been applied on Table 11 to reflect the sales attributable by persons from outside the Region.

To a large degree, the sales per square foot planning levels shown reflect the current volumes being attained by the various store types in the RMOC and represent a blended rate applicable to all types of retail locations, including regional, community and neighbourhood shopping centre facilities as well as strip and highway commercial locations.

In general, the future sales planning ratios used by 2001 are higher than current levels in order to recognize expected increases in sales performance levels for new stores employing the latest retailing advancements and more efficient store configurations. It should be noted again that all dollar values used in this section dealing with future years reflect 1989 levels.

By 1994 some 754,000 square feet GLA of specialty space would be warranted under the low population growth assumption, and some 1,054,000 square feet would be warranted under the high growth scenario. By 2001, between 1,970,000 and 2,512,000 square feet would be warranted, depending on which scenario is assumed. As indicated above, the non-department store DSTM category includes general merchandise, apparel and accessories, home furnishings, drugs, and other specialty DSTM stores.

TABLE 11

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED NON-DEPARTMENT STORE DSTM SPACE BY MARKET SECTOR
($Millions of Constant 1989 Dollars)

	1994		2001	
	Low	High	Low	High
Sector A				
Residual Non-Department Store DSTM Potential	$32.7	$37.1	$82.0	$101.8
Sector B				
Residual Non-Department Store DSTM Potential	$8.2	$21.8	$43.0	$60.7
Sector C				
Residual Non-Department Store DSTM Potential	$22.4	$33.5	$67.0	$83.8
Sector D				
Residual Non-Department Store DSTM Potential	$7.3	$9.6	$24.4	$29.5
Sector E				
Residual Non-Department Store DSTM Potential	$25.6	$40.8	$71.0	$102.5
Sector F				
Residual Non-Department Store DSTM Potential	$22.6	$24.9	$47.9	$50.3
Sector G				
Residual Non-Department Store DSTM Potential	$30.5	$41.0	$84.5	$110.1

TABLE 11 (continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED NON-DEPARTMENT STORE DSTM SPACE BY MARKET SECTOR
($Millions of Constant 1989 Dollars)

	1994		2001	
	Low	High	Low	High
TOTAL RMOC NON-DEPARTMENT STORE DSTM RESIDUAL POTENTIAL	$149.3	$208.7	$419.8	$538.7
Plus: Inflow from Outside RMOC @ 17.5%(1	$31.7	$44.3	$89.0	$114.3
TOTAL RMOC NON-DEPARTMENT STORE DSTM POTENTIAL	$181.0	$253.0	$508.8	$653.0
WARRANTED SPACE				
@ $240 Per Square Foot	754,000	1,054,000		
@ $260 Per Square Foot			1,957,000	2,512,000

SOURCE: Larry Smith & Associates Ltd.
1) Based on the in-mall customer surveys.

SECTION VIII

FOOD STORE POTENTIAL

SECTION VIII

FOOD STORE POTENTIAL

The total food store retail volume potential available in each major sector of the Regional Municipality of Ottawa-Carleton has been calculated on Table 12. Food store expenditures account for those made in supermarkets, jug milk stores, grocery stores, delicatessens, bakeries, candy and nut outlets and similar establishments, but do not include expenditures made in food services outlets such as restaurants or fast food facilities.

The total per capita food store expenditures in Ontario have increased from $675 in 1976 when they represented some 8.9% of income to $1,550 in 1989, at which time they represented only 6.7% of income. A similar trend has been noted throughout Metropolitan Areas in Canada where per capita food store expenditures have increased in absolute terms since 1976, though as a percent of income food store expenditures have declined.

Table 12 also indicates the food store potential for each of the market sectors. The total food store potential in each sector has been calculated by multiplying the per capita food expenditures in that sector by the current and projected population. In estimating the per capita food store expenditures for residents of each zone, we have considered the income/expenditure relationship between the various zones and the Province of Ontario. These expenditures are projected to increase in constant 1989 dollars at the rate of 0.5% per year. The Appendix D section should be consulted for a detailed analysis of real growth in food expenditures.

By multiplying per capita food store expenditures by the current and projected population of each of the sectors, the total food store volume has been calculated for both the high and low population growth assumptions. The total food store potential for the Regional Municipality of Ottawa-Carleton amounts to some $1,030.4 million in 1989, and is expected to increase to $1,109.8 million in 1994, and to $1,238.8 million by 2001 under the low growth scenario. Under the high growth scenario, the food store potential is estimated at $1,155.8 million in 1994 and $1,323.9 million in 2001.

TABLE 12

PERSONAL PER CAPITA FOOD EXPENDITURES AND TRADE AREA POTENTIAL

	1976	1981	1986	1989	1994	2001
Ontario						
Per Capita Income	$7,570	$12,757	$18,792	$23,000		
Per Capita Food Expenditure (1	$675	$1,042	$1,384	$1,550		
% of Income	8.9%	8.2%	7.4%	6.7%		
Region of Ottawa-Carleton						
Per Capita Income				$27,780		
Per Capita Food Expenditure (2				$1,615		
% of Income				5.8%		
Sector A						
Per Capita Income				$27,370		
Per Capita Food Expenditure (2				$1,610	$1,650	$1,705
% of Income				5.9%		
Low Population Projection				65,900	80,000	91,000
High Population Projection				65,900	82,000	99,000
Food Potential (Low Projection) (3				$106.1	$132.0	$155.2
Food Potential (High Projection) (3				$106.1	$135.3	$168.8
Sector B						
Per Capita Income				$23,690		
Per Capita Food Expenditure (2				$1,560	$1,600	$1,655
% of Income				6.6%		
Low Population Projection				20,100	23,000	36,000
High Population Projection				20,100	30,000	44,000
Food Potential (Low Projection) (3				$31.4	$36.8	$59.6
Food Potential (High Projection) (3				$31.4	$48.0	$72.8
Sector C						
Per Capita Income				$28,175		
Per Capita Food Expenditure (2				$1,620	$1,660	$1,715
% of Income				5.7%		
Low Population Projection				40,400	48,000	63,000
High Population Projection				40,400	53,000	70,000
Food Potential (Low Projection) (3				$65.4	$79.7	$108.0
Food Potential (High Projection) (3				$65.4	$88.0	$120.1

TABLE 12 (continued)

PERSONAL PER CAPITA FOOD EXPENDITURES AND TRADE AREA POTENTIAL

	1989	1994	2001
Sector D			
Per Capita Income	$29,210		
Per Capita Food Expenditure (2	$1,635	$1,675	$1,735
% of Income	5.6%		
Low Population Projection	76,200	75,000	75,000
High Population Projection	76,200	76,000	77,000
Food Potential (Low Projection) (3	$124.6	$125.6	$130.1
Food Potential (High Projection) (3	$124.6	$127.3	$133.6
Sector E			
Per Capita Income	$28,060		
Per Capita Food Expenditure (2	$1,620	$1,660	$1,715
% of Income	5.8%		
Low Population Projection	52,500	62,000	74,000
High Population Projection	52,500	69,000	87,000
Food Potential (Low Projection) (3	$85.1	$102.9	$126.9
Food Potential (High Projection) (3	$85.1	$114.5	$149.2
Sector F			
Per Capita Income	$28,175		
Per Capita Food Expenditure (2	$1,620	$1,660	$1,715
% of Income	5.7%		
Low Population Projection	186,800	184,000	184,000
High Population Projection	186,800	185,000	185,000
Food Potential (Low Projection) (3	$302.6	$305.4	$315.6
Food Potential (High Projection) (3	$302.6	$307.1	$317.3
Sector G			
Per Capita Income	$27,255		
Per Capita Food Expenditure (2	$1,605	$1,645	$1,700
% of Income	5.9%		
Low Population Projection	196,400	199,000	202,000
High Population Projection	196,400	204,000	213,000
Food Potential (Low Projection) (3	$315.2	$327.4	$343.4
Food Potential (High Projection) (3	$315.2	$335.6	$362.1
TOTAL OTTAWA-CARLETON FOOD POTENTIAL (Low Projection)	**$1,030.4**	**$1,109.8**	**$1,238.8**
TOTAL OTTAWA-CARLETON FOOD POTENTIAL (High Projection)	**$1,030.4**	**$1,155.8**	**$1,323.9**

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada, Retail Trade (Publication 63-005).
2) Rounded to the nearest $5.00. Future expenditures are expected to experience real growth of 0.5% per year to 2001.
3) Millions of constant 1989 dollars.

TABLE 13

REGIONAL MUNICIPALITY OF OTTAWA CARLETON
SUPERMARKET RESIDUAL POTENTIAL BY MARKET SECTOR
(Millions of Constant 1989 Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector A					
Total Food Potential	$106.1	$132.0	$135.3	$155.2	$168.8
Supermarket Share @ 70.0% (1	$74.3	$92.4	$94.7	$108.6	$118.2
Residual Potential	N/A	$18.1	$20.4	$34.3	$43.9
Sector B					
Total Food Potential	$31.4	$36.8	$48.0	$59.6	$72.8
Supermarket Share @ 70.0% (1	$22.0	$25.8	$33.6	$41.7	$51.0
Residual Potential	N/A	$3.8	$11.6	$19.7	$29.0
Sector C					
Total Food Potential	$65.4	$79.7	$88.0	$108.0	$120.1
Supermarket Share @ 70.0% (1	$45.8	$55.8	$61.6	$75.6	$84.1
Residual Potential	N/A	$10.0	$15.8	$29.8	$38.3
Sector D					
Total Food Potential	$124.6	$125.6	$127.3	$130.1	$133.6
Supermarket Share @ 70.0% (1	$87.2	$87.9	$89.1	$91.1	$93.5
Residual Potential	N/A	$0.7	$1.9	$3.9	$6.3
Sector E					
Total Food Potential	$85.1	$102.9	$114.5	$126.9	$149.2
Supermarket Share @ 70.0% (1	$59.6	$72.0	$80.2	$88.8	$104.4
Residual Potential	N/A	$12.4	$20.6	$29.2	$44.8
Sector F					
Total Food Potential	$302.6	$305.4	$307.1	$315.6	$317.3
Supermarket Share @ 70.0% (1	$211.8	$213.8	$215.0	$220.9	$222.1
Residual Potential	N/A	$2.0	$3.2	$9.1	$10.3
Sector G					
Total Food Potential	$315.2	$327.4	$335.6	$343.4	$362.1
Supermarket Share @ 70.0% (1	$220.6	$229.2	$234.9	$240.4	$253.5
Residual Potential	N/A	$8.6	$14.3	$19.8	$32.9
TOTAL RMOC SUPERMARKET POTENTIAL	**$721.3**	**$776.9**	**$809.1**	**$867.1**	**$926.8**
TOTAL RESIDUAL POTENTIAL	**N/A**	**$55.6**	**$87.8**	**$145.8**	**$205.5**

SOURCE: Larry Smith & Associates Ltd.

1) Based on the inventory of competitive space, the consumer telephone survey, and Statistics Canada Retail Trade data.

Supermarket Analysis

In this section of the study, the volume available to new supermarkets locating in the region has been calculated together with the warranted space. In order to evaluate the percentage of total food store expenditures, which are made in supermarkets compared to other specialty food stores, we have analyzed the historic sales split between these two store types in the Province, as shown on the following table.

PROVINCE OF ONTARIO
HISTORIC SUPERMARKET SHARE OF TOTAL FOOD STORE SALES(1

	Total Food Sales		
Year	Supermarket Share	Other Specialty Food Store Share	Total
1976	76.0%	24.0%	100.0%
1977	77.9%	22.1%	100.0%
1978	78.8%	21.2%	100.0%
1979	79.1%	20.9%	100.0%
1980	78.7%	71.3%	100.0%
1981	77.0%	23.0%	100.0%
1982	76.2%	23.8%	100.0%
1983	75.8%	24.2%	100.0%
1984	74.2%	25.8%	100.0%
1985	74.8%	25.2%	100.0%
1986	73.4%	26.6%	100.0%
1987	74.0%	26.0%	100.0%
1988	73.5%	26.5%	100.0%

SOURCE: Larry Smith & Associates Ltd.
1) Based on Statistics Canada, Retail Trade (Publication 63-005).

These sales figures, based on Statistics Canada, Retail Trade data indicate a decline in the supermarket share, since 1976. This is a trend common to most Canadian urban areas and is indicative of the greater variety of specialty food stores, which have entered the market including health food stores, exotic ethnic food stores, specialty coffee and tea shops, large green grocers such as Sunkist, Top Banana, etc., bulk food outlets, and no-frills stores. In addition, the jug milk chains such as Mac's Milk, Beckers

TABLE 14

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED SUPERMARKET SPACE BY MARKET SECTOR
(Millions of Constant 1989 Dollars)

	1994		2001	
	Low Projection	High Projection	Low Projection	High Projection
Sector A Residual Supermarket Potential	$18.1	$20.4	$34.3	$43.9
Sector B Residual Supermarket Potential	$3.8	$11.6	$19.7	$29.0
Sector C Residual Supermarket Potential	$10.0	$15.8	$29.8	$38.3
Sector D Residual Supermarket Potential	$0.7	$1.9	$3.9	$6.3
Sector E Residual Supermarket Potential	$12.4	$20.6	$29.2	$44.8
Sector F Residual Supermarket Potential	$2.0	$3.2	$9.1	$10.3
Sector G Residual Supermarket Potential	$8.6	$14.3	$19.8	$32.9
TOTAL RMOC RESIDUAL SUPERMARKET RESIDUAL POTENTIAL	**$55.6**	**$87.8**	**$145.8**	**$205.5**
Plus: Inflow from Outside RMOC @ 5.0%(1	$2.9	$4.6	$7.7	$10.8
TOTAL RMOC SUPERMARKET POTENTIAL	**$58.5**	**$92.4**	**$153.5**	**$216.3**
WARRANTED SUPERMARKET SPACE				
@ $425 Per Square Foot	138,000	217,000		
@ $440 Per Square Foot			349,000	492,000

SOURCE: Larry Smith & Associates Ltd.

1) Based on the results of the in-mall customer surveys.

and Seven Eleven are becoming increasingly competitive with the introduction of new services such as video rentals, instant-teller bank machines, take-out food counters, and gas bars. In recent years this trend has slowed down. To a large degree this is due to new developments in the supermarket industry, which have led to the creation of the Superstore. These large stores, generally in excess of 50,000 square feet, tend to be consistently more efficient than traditional stores and provide a greater assortment of goods and services compared to older stores.

As can be seen on Table 13, we have estimated the current supermarket share for the RMOC at 70.0%, slightly below the Ontario average. This figure is based on our inventory and evaluation of competitive space and the results of the consumer survey, in addition to the historic sales data listed above. This share has been held constant, throughout the trade area. The future supermarket share of food store potential less the current sales indicates the residual or net new volume available for new supermarkets in the Region. With the residual approach, only that portion of total supermarket potential which is not being adequately served by existing stores is considered. As a result, the continuing effectiveness of existing stores is recognized. The growth in residual potential in each of the sectors is tied directly to the growth in population and expenditures. Over the study period, the residual potential in Sector A, for example, increases from a range of between $18.1 million and $20.4 million in 1994 to between $34.3 million and $43.9 million in 2001. The total residual supermarket potential in the trade area ranges from between $55.6 million and $87.8 million in 1994 and from between $145.8 million and $205.5 million in 2001.

At the bottom of Table 14 we have indicated the total residual supermarket potential for the Regional Municipality of Ottawa-Carleton. The total residual is adjusted for the inflow of expenditures by persons not residing in the Region. On a regional basis, inflow is estimated at 5.0% of total supermarket sales. This has been based on the in-mall consumer surveys. Therefore, total residual supermarket volume, adjusted for inflow, amounts to between $58.5 million and $92.4 million in 1994, and between $153.5 million and $216.3 million by the end of the study period.

TABLE 15

REGIONAL MUNICIPALITY OF OTTAWA CARLETON
SPECIALTY FOOD RESIDUAL POTENTIAL BY MARKET SECTOR
(Millions of 1989 Constant Dollars)

	1989	1994		2001	
		Low	High	Low	High
Sector A					
Total Food Potential	$106.1	$132.0	$135.3	$155.2	$168.8
Less:Supermarket Share	$74.3	$92.4	$94.7	$108.6	$118.2
Specialty Food Store Potential	$31.8	$39.6	$40.6	$46.6	$50.6
Residual Potential	N/A	$7.8	$8.8	$14.8	$18.8
Sector B					
Total Food Potential	$31.4	$36.8	$48.0	$59.6	$72.8
Less:Supermarket Share	$22.0	$25.8	$33.6	$41.7	$51.0
Specialty Food Store Potential	$9.4	$11.0	$14.4	$17.9	$21.8
Residual Potential	N/A	$1.6	$5.0	$8.5	$12.4
Sector C					
Total Food Potential	$65.4	$79.7	$88.0	$108.0	$120.1
Less:Supermarket Share	$45.8	$55.8	$61.6	$75.6	$84.1
Specialty Food Store Potential	$19.6	$23.9	$26.4	$32.4	$36.0
Residual Potential	N/A	$4.3	$6.8	$12.8	$16.4
Sector D					
Total Food Potential	$124.6	$125.6	$127.3	$130.1	$133.6
Less:Supermarket Share	$87.2	$87.9	$89.1	$91.1	$93.5
Specialty Food Store Potential	$37.4	$37.7	$38.2	$39.0	$40.1
Residual Potential	N/A	$0.3	$0.8	$1.6	$2.7
Sector E					
Total Food Potential	$85.1	$102.9	$114.5	$126.9	$149.2
Less:Supermarket Share	$59.6	$72.0	$80.2	$88.8	$104.4
Specialty Food Store Potential	$25.5	$30.9	$34.3	$38.1	$44.8
Residual Potential	N/A	$5.4	$8.8	$12.6	$19.3
Sector F					
Total Food Potential	$302.6	$305.4	$307.1	$315.6	$317.3
Less:Supermarket Share	$211.8	$213.8	$215.0	$220.9	$222.1
Specialty Food Store Potential	$90.8	$91.6	$92.1	$94.7	$95.2
Residual Potential	N/A	$0.8	$1.3	$3.9	$4.4
Sector G					
Total Food Potential	$315.2	$327.4	$335.6	$343.4	$362.1
Less:Supermarket Share	$220.6	$229.2	$234.9	$240.4	$253.5
Specialty Food Store Potential	$94.6	$98.2	$100.7	$103.0	$108.6
Residual Potential	N/A	$3.6	$6.1	$8.4	$14.0
TOTAL RMOC SPECIALTY FOOD STORE POTENTIAL	$309.1	$332.9	$346.7	$371.7	$397.1
TOTAL RESIDUAL POTENTIAL	N/A	$23.8	$37.6	$62.6	$88.0

SOURCE: Larry Smith & Associates Ltd.

The warranted space is determined by dividing the residual potential, by an estimated sales volume per square foot gross leasable area. The initial sales volume of $425 per square foot is based on the estimated sales levels for existing supermarkets in the Region. Increases in sales volumes are projected in future years to 2001, recognizing anticipated productivity gains in this industry. The future space in the RMOC for new supermarkets is projected at 138,000 square feet in 1994 and 349,000 square feet by the end of the study using the low population projections. With the high projections, the warranted space amounts to 217,000 square feet in 1994 and 492,000 square feet by 2001. This would warrant between 7 and 10 major supermarkets in the region by 2001. However, we do expect that not all future supermarkets will be Superstores of 50,000 square feet and over. Hence, the number of future new supermarkets will more likely range between 10 and 15 by 2001.

Specialty Food Analysis

Table 15 shows the projected residual potential for specialty food stores including grocery stores, fruit and vegetable stores, dairy products, bakeries, butcher or poultry outlets, fish stores, delicatessens, candy and nut stores, cheese shops and jug milk stores. As seen from this table, the specialty food store potential for each sector is calculated by subtracting the supermarket share from the total food potential. As in the previous analysis, the residual potential is the excess expenditures over the current level.

Based on this approach, the total specialty food store volume is expected to increase from $309.1 million in 1989 to between $371.7 and $397.1 million by 2001. The residual specialty food store potential, ranges from between $23.8 million and $37.6 million in 1994 and between $62.6 million and $88.0 million in 2001. This specialty food store potential is then translated into future warranted space by employing appropriate sales planning volumes per square foot on Table 16. These estimated sales volumes are based on a review of sales volumes applicable to similar Metropolitan Areas and published information. An estimated 5.0% inflow is added to the total potential for the Region. As a result the total sales available to new

TABLE 16

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
WARRANTED SPECIALTY FOOD STORE SPACE BY MARKET SECTOR
(Millions of Constant 1989 Dollars)

	1994		2001	
	Low	High	Low	High
Sector A				
Residual Specialty Food Potential	$7.8	$8.8	$14.8	$18.8
Sector B				
Residual Specialty Food Potential	$1.6	$5.0	$8.5	$12.4
Sector C				
Residual Specialty Food Potential	$4.3	$6.8	$12.8	$16.4
Sector D				
Residual Specialty Food Potential	$0.3	$0.8	$1.6	$2.7
Sector E				
Residual Specialty Food Potential	$5.4	$8.8	$12.6	$19.3
Sector F				
Residual Specialty Food Potential	$0.8	$1.3	$3.9	$4.4
Sector G				
Residual Specialty Food Potential	$3.6	$6.1	$8.4	$14.0
TOTAL RMOC SPECIALTY FOOD STORE RESIDUAL POTENTIAL	$23.8	$37.6	$62.6	$88.0
Plus: Inflow from Outside RMOC @ 5.0%(1	$1.3	$2.0	$3.3	$4.6
TOTAL RMOC SPECIALTY FOOD STORE POTENTIAL	$25.1	$39.6	$65.9	$92.6
WARRANTED SPACE				
@ $350 Per Square Foot	72,000	113,000		
@ $365 Per Square Foot			181,000	254,000

SOURCE: Larry Smith & Associates Ltd.
1) Based on the in-mall customer surveys.

specialty food space amounts to between $65.9 million and $92.6 million by 2001. The future warranted specialty food store space in the Ottawa-Carleton Region is calculated at between 72,000 and 113,000 square feet in 1994, and between 181,000 and 254,000 square feet by the end of the study period, in 2001.

SECTION IX

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON DISTRIBUTION OF FUTURE RETAIL SPACE

TABLE 17

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF FUTURE WARRANTED SPACE

Category	1994		2001	
DSTM	Low Projection	High Projection	Low Projection	High Projection
Department Stores				
Traditional	349,000	448,000	732,000	910,000
Discount	271,000	349,000	565,000	701,000
Non-Department Store DSTM	754,000	1,054,000	1,957,000	2,512,000
Total DSTM	**1,374,000**	**1,851,000**	**3,254,000**	**4,123,000**
Food				
Supermarkets	138,000	217,000	349,000	492,000
Specialty Food	72,000	113,000	181,000	254,000
Total Food	**210,000**	**330,000**	**530,000**	**746,000**
Other Retail(1				
Selected Automotive	170,000	234,000	405,000	522,000
Home Improvement Centre	84,000	115,000	200,000	257,000
Liquor/Beer/Wine	44,000	61,000	106,000	136,000
Total Other Retail	**298,000**	**410,000**	**711,000**	**915,000**
Services(1				
Eating and Drinking	347,000	478,000	829,000	1,066,000
Personal Services	123,000	169,000	294,000	378,000
Financial Services	108,000	149,000	259,000	333,000
TOTAL SERVICES	**578,000**	**796,000**	**1,382,000**	**1,777,000**
TOTAL SPACE	**2,460,000**	**3,387,000**	**5,877,000**	**7,561,000**

SOURCE: Larry Smith & Associates Ltd.

1) Calculated based on the relationship between these categories and the total space as shown on Table F-1.

SECTION IX

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
DISTRIBUTION OF FUTURE RETAIL SPACE

On Table 17, we have outlined the warranted net additional space range for each major retail and service category in the years 1994 and 2001. As noted previously, the terms of reference for this study call for a detailed analysis of the DSTM and supermarket space only. For these categories, the warranted space has been calculated using the residual method of study, recognizing expenditure inflow and outflow on a regional basis. It should be emphasized again that this is not a site specific study and does not recognize factors related to specific locations nor does it deal with recapture of sales, relocation of stores, transfer of volumes from one location to another or economic obsolescence. All of these additional factors may have to be taken into account when evaluating the appropriateness of specific sites for commercial development.

In order to estimate the amount of space warranted in the remaining retail categories (i.e. Selected Automotive, Home Improvement Centres, and Liquor/Beer/Wine) and services, a separate analysis was undertaken. This is described in Appendix F. The summary on Table 17 indicates the net additional retail and service space warranted in the total RMOC for 1994 and 2001.

The net addition of retail/service space warranted by 1994 ranges between 2.5 and 3.4 million square feet. By 2001, between 5.9 and 7.6 million additional square feet will be required over the present level which equals about 18.0 million square feet. The net increase in retail/service space warranted by 2001 ranges between 32.6% and 42.0% of the existing base.

TABLE 18

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
PERCENT DISTRIBUTION OF RETAIL SPACE BY SHOPPING CENTRE TYPE
(SQ. FT. GLA)

Store Type	Regional Shopping Centres	Community Shopping Centres	Other Downtown Locations(2	Other Locations(3	Total RMOC Space
DSTM SPACE(1					
Traditional Department Stores	87.8%	10.7%	0.0%	1.5%	100.0%
Discount/Junior Department Stores	9.2%	84.7%	3.1%	3.0%	100.0%
General Merchandise	4.6%	12.6%	28.9%	53.9%	100.0%
Apparel/Accessories	42.0%	16.6%	19.2%	21.3%	100.0%
Household Furnishings	4.9%	14.7%	4.6%	75.8%	100.0%
Drugs/Cosmetics	8.3%	14.8%	8.0%	68.9%	100.0%
Other Specialty DSTM	15.3%	12.6%	18.9%	53.2%	100.0%
TOTAL DSTM	31.2%	25.6%	9.3%	33.9%	100.0%
Supermarket	4.3%	32.2%	1.3%	62.2%	100.0%
Vacant(4	8.1%(5	4.7%	19.4%	67.8%	100.0%
TOTAL INVENTORIED SPACE	25.4%	25.1%	8.8%	40.7%	100.0%
TOTAL ALL SPACE	17.3%	17.9%	11.5%	53.3%	100.0%

SOURCE: Larry Smith & Associates Ltd.
1) Department Store Type Merchandise (DSTM)
2) Downtown space excluding Rideau Centre.
3) Includes non-downtown neighbourhood and convenience centres, retail strips and freestanding stores.
4) Vacant space includes all unoccupied space in developed shopping centres and units for which the intended use was as a commercial outlet.
5) This means that 8.1% of all vacant space was located in regional shopping centres. It does not mean that the vacancy level in regional centres stood at this ratio.

Distribution of Retail/Service Space by Shopping Centre Type

A major focus of this study is the amount of space warranted in major shopping centres and the downtown core in future years. In order to test different possible distributions, we have summarized the 1989 space distribution on Table 18. The retail space has been distributed by four shopping centre types:

1) Regional Shopping Centres
2) Community Shopping Centres
3) Other Downtown Centres (excluding Rideau Centre)
4) Other Locations.

At the bottom of Table 18 the total percentage distribution for the analyzed space has been calculated both on the basis of inventoried space, and total space. Thus, for example, the regional shopping centre space comprises 25.4% of the categories analyzed in detail, i.e. DSTM and supermarkets, but only 17.3% of the estimated space in all categories.

Both of these ratios have been applied to the space warranted in future years as shown on Table 19. If future space were distributed by the four selected types of retail centres using the same percentage distribution as existing space, then the results would be as shown. Several points should be made with regard to this table.

First, because the downtown core is largely developed, the vast majority of new commercial space will be constructed in suburban locations. Hence, the amount of new space likely to be added downtown will be less than the relationship indicated on Table 19. Secondly, the space that could be supported at regional and community shopping centres is dependent on the availability of department store anchors, whereas the space in the other two categories is not. Therefore the "balance" of space in the two major shopping centre categories is more important than in the other categories. In recent years the proportion of shopping centre space occupied by department stores has decreased. For this reason the new space will not likely be distributed exactly as it has been in the past. Finally, the

TABLE 19

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
FUTURE WARRANTED RETAIL/SERVICE SPACE BY SHOPPING CENTRE TYPE
(Square Feet GLA)

	1994		2001	
	Low	**High**	**Low**	**High**
Total Warranted Space	2,460,000	3,387,000	5,877,000	7,561,000
Regional Shopping Centres				
@ 25.4%(1	625,000	860,000	1,493,000	1,921,000
@ 17.3%(2	426,000	586,000	1,017,000	1,308,000
Community Shopping Centres				
@ 25.1%(1	617,000	850,000	1,475,000	1,898,000
@ 17.9%(2	440,000	606,000	1,052,000	1,353,000
Other Downtown				
@ 8.8%(1	217,000	298,000	517,000	665,000
@ 11.5%(2	283,000	390,000	676,000	870,000
Other Locations				
@ 40.7%(1	1,001,000	1,379,000	2,392,000	3,077,000
@ 53.3%(2	1,311,000	1,805,000	3,132,000	4,030,000

SOURCE: Larry Smith & Associates Ltd.
1) Based on inventoried space (DSTM, supermarket, and vacant space only).
2) Based on estimated total space.

historic distribution of space was to some extent dictated by the availability of land and specific planning decisions. As these factors may be significantly different than in the past, differences will occur in the location of new space. Recognizing these limitations, the statistics developed in Tables 17 through 19 represent an illustrative approach to long term planning only.

Recommended Ottawa-Carleton Space Distribution

Based on the analysis conducted in the previous tables and our knowledge of a viable tenant mix for different types of shopping facilities, we have indicated our recommended space distribution for 1994 and 2001 on Tables 20 and 21. Table 20 indicates the space distribution based on the low population projections, while the distribution using the high projections is shown on Table 21.

Before discussing our recommendations in detail, it is necessary to emphasize three points. First, the space identified on Table 20 represents only retail and service space. In recent years other types of facilities have become increasingly important in the development of shopping centres. These include:

- Offices, including office buildings, health courts and store front units occupied by real estate agencies, accounting firms, travel agencies, etc.;
- Entertainment facilities, including amusement parks (e.g. West Edmonton Mall), movie theatres, fitness clubs, bowling alleys, billiard parlours, etc.; and
- Community services such as libraries, post office outlets, day care facilities, government offices, and similar facilities.

These types of uses would be in addition to the facilities included in Tables 20 and 21. In fact, of the service establishments identified in

TABLE 20

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF FUTURE WARRANTED SPACE BY SHOPPING CENTRE TYPE
LOW POPULATION PROJECTION

	1994				
	Regional Centre	Community Centre	Other Downtown	Other Locations	Total
Department Store					
Traditional	349,000	0	0	0	349,000
Discount	131,000	140,000	0	0	271,000
Non-Department Store DSTM	300,000	100,000	100,000	254,000	754,000
Food	20,000	90,000	20,000	80,000	210,000
Other Retail	50,000	50,000	10,000	188,000	298,000
Services	150,000	70,000	100,000	258,000	578,000
Total	1,000,000	450,000	230,000	780,000	2,460,000

	2001				
	Regional Centre	Community Centre	Other Downtown	Other Locations	Total
Department Store					
Traditional	732,000	0	0	0	732,000
Discount	225,000	340,000	0	0	565,000
Non-Department Store DSTM	800,000	300,000	200,000	657,000	1,957,000
Food	50,000	200,000	75,000	205,000	530,000
Other Retail	100,000	150,000	20,000	441,000	711,000
Services	403,000	150,000	205,000	624,000	1,382,000
Total (1	2,310,000	1,140,000	500,000	1,927,000	5,877,000

SOURCE: Larry Smith & Associates Ltd.

1) Total does not include space occupied by offices, entertainment facilities or community services.

Appendix L only those numbered 94 - 99 and 103 are included in the space discussions on Tables 20 and 21.

Secondly, the space identified on these tables represents what could be supported at specific points in time, i.e. 1994 and 2001. Occasionally, major shopping facilities are developed 1 - 2 years prior to full market requirements. This may be done for competitive, cost or long term planning reasons. Thus, short term periods of temporary "oversupply" may exist. Similarly, because retail facilities often require a certain population threshold before they can be built, newly developing communities may be "understored" in the short term.

Finally, these tables should be used as a guide for planning purposes only. Specific planning requirements, initiated by either or both the public and private sector, may require some changes to the recommended distribution. Furthermore, technological changes in the retail industry may also require alteration to the distribution.

Warranted Space: Low Population Projections

As noted on Table 20, we have identified a demand for additional regional shopping centre space at about 1.0 million square feet by 1994 and 2.3 million square feet by 2001. This could, in part, accommodate the following projects:

- The expansion of Place d'Orleans to a regional shopping centre, presently under construction;
- The recently approved expansion of St. Laurent Shopping Centre, which may occur prior to 1994;
- The proposed regional shopping centre at South Keys, which may be developed possibly in stages, with the first phase open by 1994;

- The phased development of a regional shopping centre in Kanata. The first phase could be developed as a community shopping centre prior to 1994. This could follow a similar course as Place D'Orleans;
- An additional regional centre outside the Greenbelt, in the south. A full regional facility may not be warranted until the end of the study period in 2001, however a smaller initial phase, possibly at the community centre level, may open prior to this date.

We would also stress that the recommended space distribution does not preclude the expansion of the existing regional centres, although the merits of the specific expansion plans must be judged on a case by case basis.

We have also outlined a demand for some 450,000 square feet of community shopping centre space by 1994. By 2001, some 1,140,000 square feet could be developed. This would represent four or five community shopping centres of between 150,000 and 350,000 square feet by 2001. These could be anchored by a junior department store and a supermarket, although in recent years other potential anchors have emerged. These include Home Improvement Centres, hardware stores, drug warehouse stores, major toy stores, and hypermarkets, among others. As indicated earlier, some of the community centres could represent the first phase of a future regional centre.

We would also note that some of the existing community centres in the Region are older facilities which may require modernizing and expansion to better serve their markets. The space identified in both 1994 and 2001 would accommodate the expansion of a number of these centres, although each proposal must be judged on an individual basis.

For the downtown core (excluding Rideau Centre) we have recognized in this scenario the addition of some 500,000 square feet by 2001. This figure should not be considered as a maximum. In fact, we would not place any restriction on the building of retail space in the Downtown Area, since we are confident that the controls placed on suburban retail developments will by themselves lead to development economics in the downtown area best regulated by a free market economy. Furthermore, because a large portion of downtown space is supported by non-RMOC residents, such as tourists, visitors and business travellers, local population growth rates should be used flexibly in determining the space warranted downtown. It is our opinion, however, that the majority of new downtown space will develop as eating and drinking and other services to support the growing office workforce and tourist market.

The space identified by 1994 for other downtown locations would be sufficient for both the proposed Daly Building renovation and the World Exchange Plaza. In the low population growth scenario, however, there would be limited space available for other projects downtown. By 2001, however, population growth will be sufficient to warrant additional downtown retail space.

We would also note that while we have not identified any additional department store space downtown by either 1994 or 2001, we would not discount this option. Preliminary plans for both the World Exchange Plaza and the Daly Building include small specialized department stores. It is our opinion that at the present time it will be difficult to attract suitable department store tenants to these projects. By 2001, however, the economics of the department store industry may be such that an additional store could be attracted downtown.

In total, we have identified a demand for approximately 5.9 million square feet of new retail and service space in the region by 2001 using the low projections. Because over 50.0% of population growth between 1989 and 2001 will be occurring in Kanata and Orleans, we would expect that a large portion of this space will be absorbed by these two communities. After 1994 the portions of the region outside the Greenbelt to the south will also receive a significant influx of population. By this time major commercial developments can be considered in the south. The remainder of the space should be comprised of new facilities and expansions to existing facilities throughout the RMOC based on local market requirements.

TABLE 21

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF FUTURE WARRANTED SPACE BY SHOPPING CENTRE TYPE
HIGH POPULATION PROJECTION

1994

	Regional Centre	Community Centre	Other Downtown	Other Locations	Total
Department Store					
Traditional	448,000	0	0	0	448,000
Discount	150,000	199,000	0	0	349,000
Non-Department Store DSTM	400,000	150,000	150,000	354,000	1,054,000
Food	30,000	120,000	30,000	150,000	330,000
Other Retail	50,000	80,000	10,000	270,000	410,000
Services	200,000	100,000	150,000	346,000	796,000
Total	1,278,000	649,000	340,000	1,120,000	3,387,000

2001

	Regional Centre	Community Centre	Other Downtown	Other Locations	Total
Department Store					
Traditional	910,000	0	0	0	910,000
Discount	250,000	451,000	0	0	701,000
Non-Department Store DSTM	1,000,000	400,000	350,000	762,000	2,512,000
Food	50,000	250,000	75,000	371,000	746,000
Other Retail	100,000	150,000	20,000	645,000	915,000
Services	450,000	200,000	320,000	807,000	1,777,000
Total	2,760,000	1,451,000	765,000	2,585,000	7,561,000

SOURCE: Larry Smith & Associates Ltd.

1) Total does not include space occupied by offices, entertainment facilities or community services.

Warranted Space: High Population Projections

On Table 21 we have indicated a likely development scenario given significantly higher population growth than incorporated into Table 20. We would stress that the growth assumptions used in deriving Table 21, more closely resemble recent and current trends and are considered by us to be more probable than those used in the previous table. For this reason Table 21 should be treated as the most likely case.

In the high growth scenario, additional residential development is distributed largely throughout the communities outside the greenbelt, particularly Kanata, where a regional shopping centre site has been designated. Significantly higher growth is also expected for the largely rural area east of the Rideau River, prior to 1994. This would favour the development of the regional centre at South Keys. The high growth scenario also assumes substantially higher population increases towards the southeast urban area within the greenbelt, where large tracts of developable residential land still exist. This additional population would also support the development of a major centre at South Keys prior to 1994.

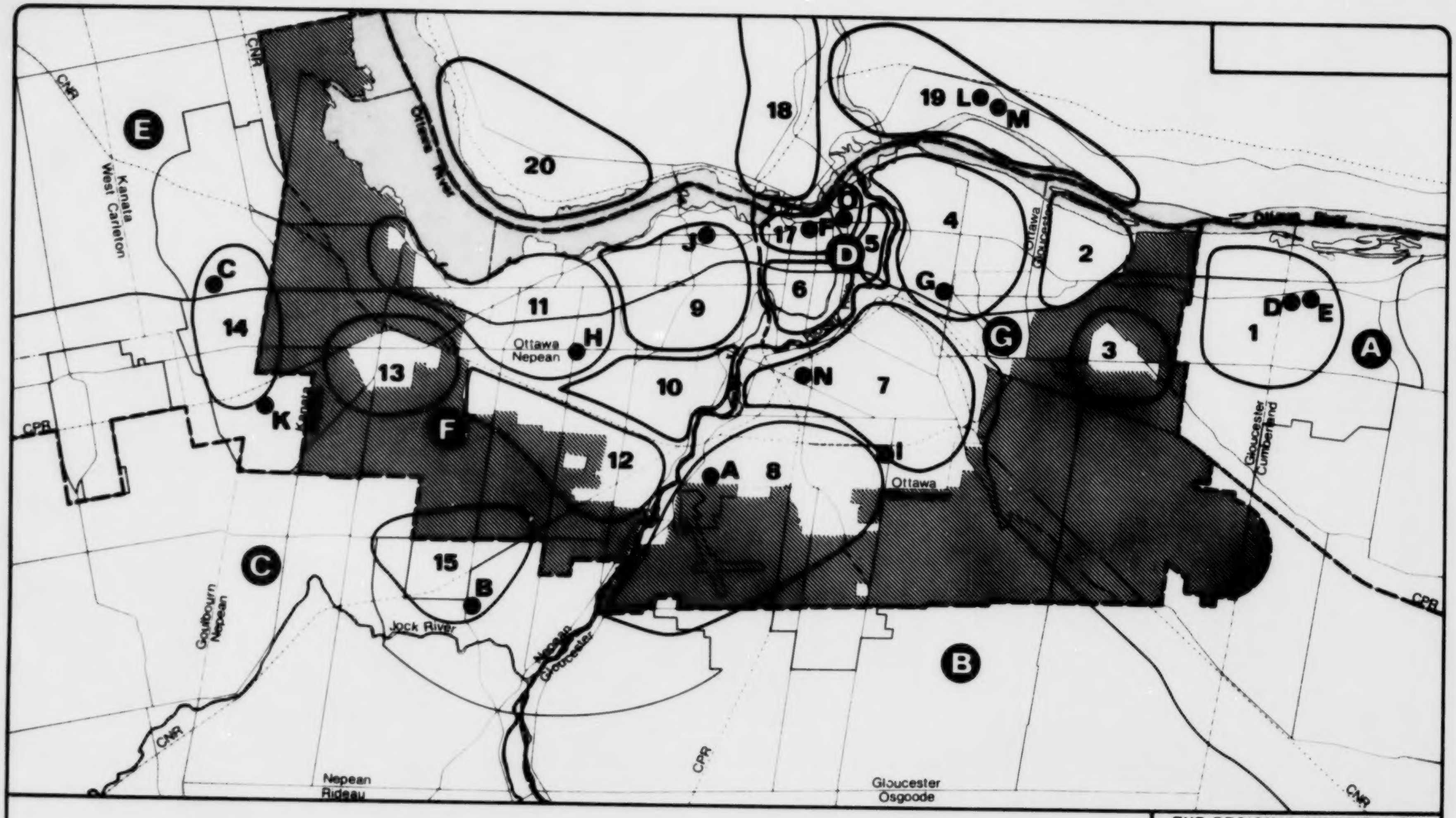
In the high growth scenario, all of the new regional centres supported in the low scenario could be accommodated at earlier points in time. Although a full regional centre would not be warranted in Kanata prior to 1994, the expansion from community centre to regional centre could occur very soon afterwards, say between 1996 and 1998. Similarly, an additional regional centre outside the greenbelt towards the south would be warranted very soon after 2001 under the high growth scenario. This scenario would permit an additional 450,000 square feet of regional centre space by 2001 over that warranted under the low growth assumptions.

Using the high projections, we have identified a demand for an additional 199,000 square feet of community shopping centre space by 1994 and 311,000 square feet by 2001. This would permit the development of one or two more centres than would be warranted under the low growth assumptions. These would most likely be located outside the greenbelt.

Finally, under this scenario, considerably more space could be accommodated downtown and in other locations. We would note that the amount of space that could be developed downtown would be subject to a wide range of factors, many of which are beyond the control of public planning efforts. It is important to recognize, however, that with increased suburban population growth, it will be easier to accommodate new suburban retail space without seriously impacting the downtown core.

APPENDIX A

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON INVENTORY OF COMPETITIVE RETAIL SPACE


E
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F
15
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Jock River
Goulbourn
Nepean
Nepean
Rideau
20
Ottawa River
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Cumberland
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Nepean
Gloucester
Gloucester
Osgoode
CPR
CNR

MAJOR RETAIL COMPETITION

17 COMPETITIVE CLUSTER
M● PROPOSED DEVELOPMENT
Ⓑ MAJOR MARKET SECTOR

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

APPENDIX A

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
INVENTORY OF COMPETITIVE RETAIL SPACE

The data presented in the schedules accompanying this section comprise the results of a comprehensive inventory of selected retail space compiled during May and June, 1989. It also provides a review of the major retail space proposed in the Region of Ottawa-Carleton as well as the Quebec communities of Hull, Aylmer and Gatineau.

The following inventory data includes all DSTM retail categories as well as supermarkets. The selected retail space data has been collected through an inspection of all stores operating in the Region. Store sizes were obtained from a number of sources, including: a comprehensive inventory compiled by the City of Ottawa, shopping centre leasing plans provided by local developers, as well as published materials. Where the size of individual outlets was not available from any of these sources, store sizes were estimated by Larry Smith & Associates Ltd. staff through pacing.

All space has been measured in terms of square feet gross leasable area (GLA) which is the total floor area designed for tenant occupancy that is effectively used by the retailer in the operation of the business. Gross leasable area is measured from the centre line of joint partitions and outside wall faces of buildings that house retail operations.

The following paragraphs briefly describe the inventory results presented on the schedules accompanying this section.

Summary of Selected Retail Space by Competitive Cluster

Table A-1 details the DSTM and supermarket space distribution by major store type for each of the market sectors as well as the Quebec communities of Hull, Aylmer and Gatineau. The data has been further divided among 20 competitive clusters which correspond to the clusters used in the 1984 retail study.

TABLE A-1

REGIONAL MUNICIPALITY OF OTTAWA-CARLTON
AND L'OUTAOUAIS REGION
INVENTORY OF DSTM AND SUPERMARKET SPACE

Cluster	Supermarket	Traditional Department Store	Junior/ Discount Department Store	General Merchandise	Apparel	Home Furnishings	Drugs/ Cosmetics	Other Specialty DSTM	TOTAL DSTM	Vacant Space(1	TOTAL SPACE
SECTOR A											
1. Orleans	94,000	-	107,000	12,300	46,700	94,200	28,800	65,600	354,600	71,600	520,200
Rural	-	-	-	-	-	3,200	-	-	3,200	-	3,200
Total Secto.	94,000	0	107,000	12,300	46,700	97,400	28,800	65,600	357,800	71,600	523,400
SECTOR B											
Rural (16)	-	-	-	-	-	13,800	1,700	300	15,800	-	15,800
SECTOR C											
15. Barrhaven	26,100	-	-	-	3,800	6,000	7,200	6,200	23,200	1,200	50,500
Rural	39,500	-	-	3,500	18,000	25,300	9,000	11,900	67,700	13,900	121,100
Total Sector C	65,600	0	0	3,500	21,800	31,300	16,200	18,100	90,900	15,100	171,600
SECTOR D											
5. Sandy Hill	-	-	-	-	2,900	3,700	6,000	9,500	22,100	4,200	26,300
6. Glebe	49,100	-	-	10,100	63,500	182,400	29,500	143,000	428,500	21,400	499,000
17. Downtown	20,900	694,000	42,000	76,500	505,200	108,800	53,700	301,800	1,782,000	180,400	1,983,300
Total Sector D	70,000	694,000	42,000	86,600	571,600	294,900	89,200	454,300	2,232,600	206,000	2,508,600
SECTOR E											
14. Kanata	97,300	-	66,000	-	14,100	94,900	20,400	31,400	226,800	19,000	343,100
Rural	-	-	-		3,900	10,700	3,100	6,300	24,000	2,500	26,500
Total Sector E	97,300	0	66,000	0	18,000	105,600	23,500	37,700	250,800	21,500	369,600

TABLE A-1 (continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLTON
AND L'OUTAOUAIS REGION
INVENTORY OF DSTM AND SUPERMARKET SPACE

Cluster	Supermarket	Traditional Department Store	Junior/ Discount Department Store	General Merchandise	Apparel	Home Furnishings	Drugs/ Cosmetics	Other Specialty DSTM	TOTAL DSTM	Vacant Space(1	TOTAL SPACE
SECTOR F											
9. Carlingwood-Westboro	170,500	170,000	48,000	33,800	142,200	180,100	60,200	146,500	780,800	97,300	1,048,600
10. Hogs Back-Merivale	240,200	-	314,000	14,200	55,900	250,000	73,800	119,200	827,100	56,300	1,123,600
11. Bayshore-Britannia	127,400	409,000	295,000	21,500	227,000	75,600	27,900	84,700	1,140,700	33,800	1,301,900
12. Meadowlands	34,000	-	-	-	22,400	36,900	7,500	9,800	76,600	4,100	114,700
13. Bells Corners	44,800	-	100,000	-	7,900	161,400	7,700	38,000	315,000	18,900	378,700
Total Sector F	616,900	579,000	757,000	69,500	455,400	704,000	177,100	398,200	3,140,200	210,400	3,967,500
SECTOR G											
2. Beacon Hill	30,000	63,000	41,000	-	4,800	3,000	18,300	7,200	137,300	77,500	244,800
3. Blackburn Hamlet	25,000	-	-	7,300	1,500	4,900	5,100	7,800	26,600	16,900	68,500
4. St. Laurent	292,300	248,000	202,000	36,100	235,700	271,400	70,500	140,500	1,204,200	71,900	1,568,400
7. Elmvale-Herongate	262,600	84,000	65,000	44,800	114,900	103,000	41,100	136,700	589,500	76,100	928,200
8. Airport-Hunt Club	51,400	-	88,000	5,000	6,000	13,400	10,100	8,100	130,600	12,200	194,200
Total Sector G	661,300	395,000	396,000	93,200	362,900	395,700	145,100	300,300	2,088,200	254,600	3,004,100
TOTAL RMOC	1,605,100	1,668,000	1,368,000	265,100	1,476,400	1,642,700	481,600	1,274,500	8,176,300	779,200	10,560,600
L'OUTAOUAIS REGION											
18. Hull	60,600	128,000	119,000	23,000	178,300	144,100	45,500	103,900	741,800	100,700	903,100
19. Gatineau	199,000	105,000	145,000	92,100	218,100	239,900	39,700	157,000	996,800	168,000	1,363,800
20. Aylmer	71,500	-	65,000	6,500	20,500	20,800	18,000	24,200	155,000	20,700	247,200
Total L'Outaouais Region	331,100	233,000	329,000	121,600	416,900	404,800	103,200	285,100	1,893,600	289,400	2,514,100
TOTAL INVENTORY	1,936,200	1,901,000	1,697,000	386,700	1,893,300	2,047,500	584,800	1,559,600	10,069,900	1,068,600	13,074,700

SOURCE: Larry Smith & Associates Ltd.

1) Vacant space includes all unoccupied space in developed shopping centres and units for which the intended use was as a commercial outlet. It does not include space in industrial plazas, where retail uses are permitted, nor does it include space in deteriorated buildings, likely to be redeveloped or converted to other uses. Finally, vacant space in commercial buildings which are still under construction have also been excluded from the inventory.

As can be seen from this table, the inventory totals some 13,074,700 square feet of which 10,560,600 is located in the RMOC. The vacant space in the RMOC is estimated at 779,200 square feet. In Table F-2, we indicate the total size of retail and service space in the RMOC at 17.99 million square feet. Thus, the vacancy rate is 4.3%. The largest cluster is downtown Ottawa (Cluster 17) in Sector D which contains about 2.0 million square feet of competitive space. Included in this cluster is the Rideau Centre, the Byward Market Area, Sparks Street, and other core area establishments. Downtown Ottawa also contains by far the largest concentration of apparel and other specialty DSTM in the region. It should be noted that the downtown area contains as well some 180,400 square feet of vacant space. While in comparison to the total space downtown, this figure is not considered serious, it represents a significant concentration of unoccupied space and should be monitored carefully in future years.

The largest concentrations of home furnishings space are found along the St. Laurent Blvd. and Merivale Road Strips in Clusters 4 and 10. Because many home furnishings establishments require large amounts of space, relative to their per square foot sales volumes, they are generally unable to afford locations in enclosed shopping centres or downtown areas. Also, because they rely heavily on easy automobile access they generally do not locate on older arterial roadways. For this reason, a large portion of the region's home furnishings space is found in suburban strip developments.

The L'Outaouais Region including the municipalities of Hull, Gatineau and Aylmer comprises approximately 1.9 million square feet of DSTM space, which is about one-quarter the space in the RMOC. The largest retail facilities on the Quebec side of the river are the Les Galleries de Hull, a centre anchored by Sears and the M Store, and Les Promenades de L'Outaouais in Gatineau anchored by Eaton's and K-Mart. We would note, however, that despite the nearness of these facilities and the absence of sales tax on apparel items in Quebec, shopping by Ottawa residents in Hull is minimal. As indicated by the consumer survey, Ottawa-Carleton residents spend on average less than 1.0% of their apparel budget in either Hull, Aylmer or Gatineau. The category where residents make the largest portion of their purchases in the L'Outaouais region is home furnishings, which account for

TABLE A-2

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF SELECTED RETAIL SPACE BY SHOPPING CENTRE TYPE
(SQ. FT. GLA)

Store Type	Regional Shopping Centres (Sq. Ft.)	Regional Shopping Centres (%)	Community Shopping Centres (Sq. Ft.)	Community Shopping Centres (%)	Other Downtown Locations(2 (Sq. Ft.)	Other Downtown Locations(2 (%)	Other Locations(3 (Sq. Ft.)	Other Locations(3 (%)	Total RMOC Space (Sq. Ft.)	Total RMOC Space (%)
DSTM SPACE(1										
Traditional Department Store	1,465,000	87.8%	179,000	10.7%	-	0.0%	24,000	1.5%	1,668,000	100.0%
Discount/Junior Department Store	126,000	9.2%	1,159,000	84.7%	42,000	3.1%	41,000	3.0%	1,368,000	100.0%
General Merchandise	12,200	4.6%	33,500	12.6%	76,500	28.9%	142,900	53.9%	265,100	100.0%
Apparel/Accessories	633,900	42.0%	245,100	16.6%	283,800	19.2%	313,600	21.3%	1,476,400	100.0%
Household Furnishings	80,800	4.9%	242,200	14.7%	75,600	4.6%	1,244,100	75.8%	1,642,700	100.0%
Drugs/Cosmetics	40,400	8.3%	71,000	14.8%	38,300	8.0%	331,900	68.9%	481,600	100.0%
Other Specialty DSTM	195,200	15.3%	160,100	12.6%	241,600	18.9%	677,600	53.2%	1,274,500	100.0%
Total DSTM	2,553,500	31.2%	2,089,900	25.6%	757,800	9.3%	2,775,100	33.9%	8,176,300	100.0%
Supermarket	69,000	4.3%	517,000	32.2%	20,900	1.3%	998,200	62.2%	1,605,100	100.0%
Vacant	63,200	8.1%	37,000	4.7%	150,900	19.4%	528,100	67.8%	779,200	100.0%

SOURCE: Larry Smith & Associates Ltd.
1) Department Store Type Merchandise (DSTM)
2) Downtown space excluding Rideau Centre.
3) Includes non-downtown neighbourhood and convenience centres, retail strips and freestanding stores.

less than 3.0% of Ottawa expenditures. In summary, the space on the Quebec side of the river is at present only marginally competitive with Ottawa retailers.

Summary of Selected Retail Space by Type of Shopping Facility

Table A-2 indicates the distribution of the inventoried space by the four major categories of shopping facilities, i.e., regional and community centres, other downtown, and all other retail space not included within these categories.

At present, there are four regional shopping centres in the RMOC. These include:

1. St. Laurent Shopping Centre;
2. Carlingwood Shopping Centre;
3. Bayshore Shopping Centre; and
4. Rideau Centre.

Within a major urban area, a regional shopping centre is usually defined as a centre with at least two major department store anchors and a large complementary selection of ancillary retail and service tenants, comprising in total a minimum of 500,000 square feet of retail space. Although Carlingwood has only one major department store (Sears), the size of this centre together with the strength of Sears at this location make its regional centre classification logical. The remaining centres all have at least two traditional department store anchors and are in excess of 500,000 square feet.

As can be seen from Table A-2, regional centres account for over 31.0% of the DSTM space in the region. Major store categories which tend to concentrate in regional centres include traditional department stores and apparel/accessories. Almost 90.0% of traditional department store space in the region is located in the four regional centres while about 42.0% of the region's fashion component is found in the regional shopping facilities.

Community shopping centres comprise 2,089,900 square feet of DSTM space and 517,000 square feet of supermarket space. This is distributed over 16 locations:

1. Place D'Orleans
2. Shoppers City East
3. K-Mart - St. Laurent
4. Towers - Cyrville Road
5. Billings Bridge Plaza
6. Heron Gate Mall
7. K-Mart - Blossom Park
8. Merivale Mall
9. K-Mart - Meadowlands
10. Meadowlands Mall
11. Shoppers City West
12. Lincoln Fields Shopping Centre
13. Pinecrest Shopping Centre
14. K-Mart - Bells Corners
15. Hazeldean Mall
16. Gloucester Centre

All but one of these facilities is anchored by at least one department store. The recently constructed Gloucester Centre has no department stores but has as its major tenant a 60,000 square foot Pascal Hardware Store. Community centres account for approximately 85.0% of the region's discount or junior department store space and almost one-third of its supermarket space.

Place D'Orleans is presently undergoing a major expansion which will add two traditional department stores and new ancillary space. As a result this centre will be upgraded to the region's fifth regional shopping centre, serving the far eastern portion of the RMOC.

We would also note several other major shopping facilities, which due to either their small size or lack of department store anchors, have not been classified as community centres. They do, however, perform a function similar to that of a community shopping centre. These include:

- Westgate Shopping Centre;
- Fairlawn Plaza;
- Loblaws Superstore (Merivale Road);
- Elmvale Shopping Centre; and
- Beacon Hill Centre.

TABLE A-3

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
REGIONAL SHOPPING CENTRES
SUMMARY OF SELECTED RETAIL SPACE BY STORE TYPE
(SQ. FT. GLA)

Store Type	St. Laurent Shopping Centre (Sq. Ft.)	% of Total	Carlingwood Shopping Centre (Sq. Ft.)	% of Total	Bayshore Shopping Centre (Sq. Ft.)	% of Total	Rideau Centre (Sq. Ft.)	% of Total
DSTM								
Major Department Store	248,000	39.5%	170,000	33.3%	353,000	46.6%	694,000	57.1%
Junior Department Store	0	0.0%	48,000	9.6%	78,000	10.3%	0	0.0%
General Merchandise	0	0.0%	12,200	2.4%	0	0.0%	0	0.0%
Apparel/Accessories	145,900(1	23.2%	85,400	16.7%	181,200	23.9%	221,400(1	18.2%
Household Furnishings	20,600	3.3%	10,500	2.1%	16,500	2.2%	33,200	2.7%
Drugs/Cosmetics	9,000	1.4%	6,400	1.3%	9,600	1.3%	15,400	1.3%
Other Specialty DSTM	60,900	9.7%	27,100	5.3%	47,000	6.2%	60,200	5.0%
Total DSTM	484,400	77.1%	359,600	70.5%	685,300	90.4%	1,024,200	84.2%
Supermarket	0	0.0%	33,000	6.5%	36,000	4.8%	0	0.0%
Specialty Food & Services	139,300	22.2%	88,500	17.3%	36,500	4.8%	162,300	13.3%
Total Occupied Space	623,700	99.3%	481,100	94.3%	757,800	100.0%	1,186,500	97.6%
Vacant	4,400	0.7%	29,300	5.7%	0	0.0%	29,500	2.4%
TOTAL SPACE	628,100	100.0%	510,400	100.0%	757,800	100.0%	1,216,000	100.0%

SOURCE: Larry Smith & Associates Ltd.
1) Includes Brettons

The Other Downtown area is bounded by Wellington, Commissioner, Laurier and King Edward. The Rideau Centre has been classified as a regional centre, hence, it has been excluded from the downtown category. Downtown Ottawa includes two unique shopping districts; the Byward Market and the Sparks Street Pedestrian Mall. Both are comprised largely of specialty retail and service establishments and draw a significant volume from the tourist market.

The final inventory classification deals with "other" retail areas not included in the three previous categories. These include all retail strips situated along major arterial routes, as well as convenience and neighbourhood shopping centres located throughout the Region, and freestanding stores. With the great number and array of facilities represented in this category, the "other" retail group contains supermarket space of 998,200 square feet and DSTM space of 2,741,900 square feet. Some 75.0% of the region's home furnishings space is represented in this category.

Regional Shopping Centre Tenant Mix

Table A-3 displays the distribution of inventoried retail space by the four regional centres; St. Laurent, Carlingwood, Bayshore, and Rideau Centre. In total, the inventoried regional shopping centre space amounts to 2,553,500 square feet of DSTM and 69,000 square feet of supermarket space. In recent years, the higher rents commonly associated with regional shopping centres have driven many supermarket chains to other locations. In addition, supermarket sales at regional centres are often lower than at community or neighbourhood centres. For this reason, supermarkets are now frequently excluded from regional shopping centres.

The largest of the four regional centres is Rideau Centre which contains some 1.2 million square feet including three traditional department stores. The only traditional chain in Ottawa not represented at Rideau Centre is Sears. We would also note that although Rideau Centre has the largest absolute amount of apparel space of the four regional centres, as a percent of total space, the fashion component ranks third at 18.2%. By comparison

TABLE A-4

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
DISTRIBUTION OF DSTM AND SUPERMARKET SPACE
1984 and 1989

	Square Feet[1]		Change	
DSTM	1984	1989	(Sq. Ft.)[1]	%
Traditional Department Stores	1,669.0	1,668.0	-1.0	-0.1%
Discount/Junior Department Stores	1,318.0	1,368.0	+50.0	+3.8%
General Merchandise	330.9	265.1	-65.8	-19.9%
Apparel	1,233.1	1,476.4	+243.3	+19.7%
Home Furnishings	1,516.5	1,642.7	+126.2	+8.3%
Drugs	417.4	481.6	+64.2	+15.4%
Other Specialty DSTM	1,278.9	1,274.5	-4.4	-0.3%
Total DSTM	7,763.7	8,176.3	+412.6	+5.3%
Supermarkets	1,526.0	1,605.1	+79.1	+5.2%
Vacant	480.8	779.2	+298.4	+62.1%
Total Space	9,770.5	10,560.6	+790.1	+8.1%

SOURCE: Larry Smith & Associates Ltd.
1) In Thousands

Bayshore Shopping Centre has an apparel/accessories component comprising almost 24.0% of its total space. However, its service component is considerably smaller than at the other centres.

- Carlingwood, which has the smallest amount of department store space of the four centres, has a fairly strong service component as well as a full scale supermarket. It fulfils a much greater convenience role for surrounding residents than either St. Laurent, Bayshore or Rideau centres. On the other hand, it is much less of a fashion centre, which is in part a reflection of its major tenants.

St. Laurent Shopping Centre, which also has a relatively small amount of space devoted to its department store anchors, has the largest amount of other specialty DSTM space of the four centres and also has a significant selection of apparel tenants relative to its size.

Comparison with 1984 Inventory

On Table A-4, we have indicated the distribution of retail space by nine retail categories for the Region of Ottawa-Carleton for the years 1984 and 1989. As can be seen from this table, the total amount of DSTM, supermarket and vacant space in the region has increased by 790,100 square feet or 8.1% since 1984. By far, the largest increase in occupied space was experienced by the apparel category which grew by some 243,300 square feet. A large portion of this was attributable to the opening of two large Brettons stores at St. Laurent Shopping Centre and Rideau Centre and the expansion of Bayshore Shopping Centre which added a third level primarily devoted to high fashion tenants.

The percentage increase in drug store space was significant as well. This is attributable to a number of factors including an aging and more health conscious population, and the trend by such chains to increase their non-drug merchandise. A recent introduction to the Ottawa market is Xtra Stores, a drug superstore chain combining traditional drug store merchandise with a large food component.

TABLE A-5

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
DISTRIBUTION OF DSTM AND SUPERMARKET SPACE
BY CLUSTER 1984 AND 1989

(Thousand of Square Feet GLA)

	DSTM		Supermarket		Vacant	
Cluster	1984	1989	1984	1989	1984	1989
1. Orleans	293.5	354.6	60.3	94.0	22.2	71.6
2. Beacon Hill	138.3	137.3	98.6	30.0	2.4	77.5
3. Blackburn Hamlet	22.2	26.6	11.8	25.0	9.7	16.9
4. St. Laurent	1,026.9	1,204.2	301.3	292.3	14.7	71.9
5. Sandy Hill	35.7	22.1	0.0	0.0	10.6	4.2
6. Glebe	307.8	428.5	50.1	49.1	28.8	21.4
7. Elmvale-Herongate	562.3	589.5	243.2	262.6	19.9	76.1
8. Airport-Hunt Club	120.5	130.6	51.4	51.4	8.9	12.2
9. Carlingwood-Westboro	782.6	780.8	126.7	170.5	15.2	97.3
10. Hogs Back-Merivale	719.4	827.1	223.3	240.2	42.9	56.3
11. Bayshore-Britannia	1,019.1	1,140.7	102.8	127.4	70.4	33.8
12. Meadowlands	41.5	76.6	29.9	34.0	1.8	4.1
13. Bells Corners	242.4	315.0	45.3	44.8	8.7	18.9
14. Kanata	200.3	226.8	83.9	97.3	3.6	19.0
15. Barrhaven	15.1	23.2	26.1	26.1	4.4	1.2
17. Downtown	2,149.7	1,782.0	50.0	20.9	209.4	180.4
Rural	86.4	110.7	21.3	39.5	7.2	16.4
TOTAL RMOC	7,763.7	8,176.3	1,526.0	1,605.1	480.8	779.2

SOURCE: Larry Smith & Associates Ltd.

Store categories which have experienced a decrease in square footage include general merchandise and other specialty DSTM stores. The traditional department store category also declined but only by 1,000 square feet. This is due to several space alterations in existing department stores. No new traditional stores have been added since 1984. The decline in general merchandise space is due largely to the reclassification by Statistics Canada of two Zellers stores from general merchandise to discount/junior department stores. Conversely, this explains the increase in discount/junior department store space over the period. No new discount stores were added to the market since 1984, although Zellers on Sparks Street relocated to a new building.

The "other specialty DSTM" category declined marginally. To some extent this is due to the fact that only one major shopping centre has opened since 1984 - Gloucester Centre, which is still in the process of leasing space. This category will likely increase significantly with the opening of the Place D'Orleans expansion and other major projects underway in Ottawa at this time (see Table A-9).

We would also highlight the notable increase in vacant space in the region. It is our opinion that this represents the balancing of the commercial market from a slight undersupply situation. The existing vacant space total of 779,200 is not abnormal given the size of the inventory. It should also be indicated that approximately 230,000 square feet of the total vacant space is distributed over 11 large facilities which have recently closed, such as the supermarket at Shoppers City East and Holiday Fitness at the Rideau Centre. As the size and layout of these facilities makes them difficult to lease, these vacancies are not indicative of the true market situation. In fact, some of this space may be converted to other uses rather than retail or related services.

Table A-5 presents a comparison of the total DSTM, supermarket and vacant space for each of the 17 competitive clusters. For the most part DSTM space in each competitive cluster has increased marginally or remained basically the same. Clusters experiencing a major increase include St. Laurent (Cluster 4), Glebe (Cluster 6), Hogsback-Merivale (Cluster 10), and

Bayshore-Britannia (Cluster 11). Also of note is the loss of some 367,000 square feet of DSTM space in downtown Ottawa. To a large extent this reflects major office redevelopment and the fact that much DSTM space in the downtown core is being converted to services to support the downtown office workers and the tourist market. A portion of this space will be replaced with the opening of the World Exchange Tower presently under construction. A more detailed discussion of the changing retail environment in downtown Ottawa is provided in Appendix E.

Effective Sales Levels

On Tables A-6 through A-8, the effective sales levels have been shown for RMOC department stores, supermarkets and specialty DSTM retailers. Effective sales which are based on the results of the in-home survey refer to the sales support provided by Ottawa-Carleton residents only. They do not include the additional volume available from tourists, visitors and other non-RMOC residents. For example, in the traditional department store category shown on Table A-6, the total volume available from Ottawa-Carleton residents is $283.5 million. Of this total, the four local stores operated by The Bay capture approximately 33.9% or $96.2 million. Additional volume would be available from persons living outside the region. Certain caution should be used when interpreting these sales figures. Although a reasonable degree of accuracy can be attached to the results shown for larger areas or groups of stores, this would not be the case for individual stores. Hence, such data has not been shown. In the traditional department store category the volume leader appears to be Sears, closely followed by The Bay. In the junior/discount department store category the volume leader is K-Mart, closely followed by Zellers. It can be seen on Table A-8, that the downtown captures some $241.7 million from RMOC residents in the non-department store DSTM category. This represents by far the largest share of any area in the region.

TABLE A-6

REGION OF OTTAWA-CARLETON TRADITIONAL DEPARTMENT STORES EFFECTIVE SALES LEVELS

Store	Square Feet GLA	Market Share	Effective Sales[1] ($Millions)
The Bay Home Store	63,000		
The Bay, St. Laurent Shopping Centre	126,000		
The Bay, Rideau Centre	320,000		
The Bay, Bayshore Shopping Centre	181,000		
TOTAL THE BAY	690,000	33.9%	$96.2
Sears Warehouse Store, Walkley Rd.	24,000		
Sears, St. Laurent Shopping Centre	122,000		
Sears, Carlingwood Shopping Centre	170,000		
TOTAL SEARS	316,000	37.8%	$107.1
Robinson's-Ogilvy's, Rideau Centre	127,000		
Robinson's-Ogilvy's Lincoln Heights Galleria	56,000		
Robinson's-Ogilvy's Billings Bridge Plaza	60,000		
TOTAL ROBINSON'S-OGILVY'S	243,000	6.1%	$17.3
Eaton's, Rideau Centre	247,000		
Eaton's, Bayshore Shopping Centre	172,000		
TOTAL EATON'S	419,000	21.2%	$60.1
TOTAL RMOC STORES	**1,668,000**	**99.0%**	**$280.7**
Outside RMOC	N/A	1.0%	$2.8
TOTAL	**N/A**	**100.0%**	**$283.5**

SOURCE: Larry Smith & Associates Ltd.

1) Sales originating from RMOC residents only.

TABLE A-7

REGION OF OTTAWA-CARLETON
JUNIOR/DISCOUNT DEPARTMENT STORES
EFFECTIVE SALES LEVELS

Store	Square Feet GLA	Market Share	Effective Sales[1] ($Millions)
Zellers, Sparks Street	42,000		
Zellers, Pinecrest Shopping Centre	67,000		
Zellers, Herongate Mall	65,000		
Zellers, Carlingwood Shopping Centre	48,000		
Zellers, Beacon Hill Centre	41,000		
TOTAL ZELLERS	263,000	25.2%	$47.6
Woolco, Place D'Orleans	107,000		
Woolco, Merivale Mall	130,000		
Woolco, Lincoln Heights Galleria	150,000		
TOTAL WOOLCO	387,000	19.2%	$36.3
Towers, Shoppers City West	51,000		
Towers, Hazeldean Mall	66,000		
Towers, Cyrville Road	108,000		
TOTAL TOWERS	225,000	18.9%	$35.7
M Store, Merivale Road	58,000		
M Store, Bayshore Shopping Centre	78,000		
TOTAL M STORE	136,000	6.8%	$12.9
K-Mart, St. Laurent Blvd.	94,000		
K-Mart, Merivale Road	75,000		
K-Mart, Blossom Park	88,000		
K-Mart, Bell's Corners	100,000		
TOTAL K-MART	357,000	28.6%	$54.0
TOTAL RMOC STORES	**1,368,000**	**98.7%**	**$186.5**
Outside RMOC	N/A	1.3%	$2.5
TOTAL	**N/A**	**100.0%**	**$189.0**

SOURCE: Larry Smith & Associates Ltd.

[1] Sales originating from RMOC residents only.

TABLE A-8

OTTAWA-CARLETON NON-DEPARTMENT STORE DSTM AND SUPERMARKET EFFECTIVE SALES LEVELS

CLUSTER		Non-Department Store DSTM Square Feet GLA	 Market Share	 Effective Sales(1 ($Millions)	Supermarket Square Feet GLA	 Market Share	 Effective Sales(1 ($Millions)
Category Share							
1	Orleans	247,600	5.8%	$76.2	94,000	9.3%	$67.1
2	Beacon Hill	33,300	0.9%	$11.5	30,000	2.6%	$18.8
3	Blackburn Hamlet	26,600	0.9%	$12.4	25,000	1.8%	$13.0
4	St. Laurent	754,200	12.0%	$159.1	292,300	14.9%	$107.5
5	Sandy Hill	22,100	0.2%	$3.0	0	0.0%	$0.0
6	Glebe	428,500	7.5%	$98.9	49,100	5.7%	$41.1
7	Elmvale-Herongate	440,500	8.2%	$108.9	262,600	12.8%	$92.3
8	Airport-Hunt Club	42,600	1.2%	$15.3	51,400	4.6%	$33.2
9	Carlingwood-Westboro	562,800	9.4%	$124.5	170,500	7.5%	$54.1
10	Hogs Back-Merivale	513,100	10.5%	$138.6	240,200	13.9%	$100.3
11	Bayshore-Britannia	436,700	12.4%	$164.4	127,400	7.0%	$50.5
12	Meadowlands	76,600	1.1%	$14.6	34,000	1.8%	$13.0
13	Bells Corners	215,000	3.7%	$49.5	44.800	4.2%	$30.3
14	Kanata	160,800	2.3%	$30.9	97,300	8.8%	$63.5
15	Barrhaven	23,200	0.2%	$2.2	26,100	0.8%	$5.8
16	Outlying Rural	110,700	0.6%	$8.1	39,500	0.7%	$5.0
17	Downtown	1,046,000	18.3%	$241.7	20,900	1.3%	$9.4
Total RMOC Stores		5,140,300	95.2%	$1,259.8	1,605,100	97.7%	$704.9
Outside RMOC		N/A	4.8%	$64.0	N/A	2.3%	$16.4
TOTAL		N/A	100.0%	$1,323.8	N/A	100.0%	$721.3

SOURCE: Larry Smith & Associates Ltd.

1) Sales originating from RMOC residents only.

Major Retail Proposals

Table A-9 contains a detailed summary of the proposed major retail developments in the Regional Municipality of Ottawa-Carleton and the L'Outaouais Region on the Quebec side of the National Capital Region. Their locations are indicated on the map facing Table A-1. For the purposes of this study we have excluded proposals for developments with less than 100,000 square feet in size, with one exception. The renovation of the Daly building in downtown Ottawa has been shown on Table A-1. Although only about 80,000 square feet of retail space could be included in this project, it represents a significant addition to the downtown core. Furthermore, it may also include a specialty department store as a principal tenant. In total, we have listed fourteen projects on Table A-9. This list includes only those developments for which a reasonable degree of current information is available.

TABLE A-9

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
PROPOSED MAJOR COMMERCIAL DEVELOPMENTS

Map Key	Name & Location	Description
A	South Keys Site Hunt Club Road & Bank Street, Ottawa	Long term plans call for a major multi-land use development at this site owned by Campeau Corporation. A principle component of the project would be a 750,000 square foot regional shopping centre, which is also designated in the Region of Ottawa-Carleton Official Plan. It is possible that this centre will be built in stages with Phase I comprising some 450,000 square feet commencing shortly.
B	South Urban Centre, Nepean (Barrhaven)	Very preliminary plans exist for the development of the South Urban Centre, Nepean's major growth area. A proposal for a shopping centre of between 20,000 and 100,000 square feet in this location has been received by the City, and may proceed as early as 1990. Long term plans for the area may include a regional shopping centre.
C	Terry Fox Drive and The Queensway, Kanata	Campeau Corporation has plans to develop a Regional Shopping Centre at this site. This project would be built in several phases coinciding with residential growth in Kanata. The first phase, which could open as early as 1991, would consist of a community shopping centre anchored by a junior department store or similar tenant and a supermarket. The Region's Official Plan has designated a regional shopping centre for the Kanata area.
D	Place d'Orleans, Champlain/Queensway, Cumberland and Gloucester	Marathon Realty & Mutual Life of Canada are in the process of expanding this existing community centre to a full scale regional shopping centre. The existing centre, anchored by a Woolco junior department store, contains some 250,000 square feet of leasable area. The expansion will add a 100,000 square foot Robinson's-Ogilvy's store and a 125,000 square foot Eaton's store and approximately 200,000 square feet of ancillary space. Another 50,000 square foot tenant is being sought to replace a former A&P store. The projected completion date is August, 1990 at which time it will comprise about 625,000 square feet GLA.
E	Orleans Town Centre, Cumberland and Gloucester	In conjunction with the expansion of Place D'Orleans to a regional shopping centre on the Gloucester portion of the Orleans Town Centre site, Cumberland Township has approved a major commercial project on its side. The project will include a commercial complex anchored by a six screen Cineplex Theatre and a Farmers Market. Construction has commenced.

TABLE A-9
(continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
PROPOSED MAJOR COMMERCIAL DEVELOPMENTS

Map Key	Name & Location	Description
F	World Exchange Plaza Metcalf & Queen	Citicom Inc., J. Perez Corp. and Truscan Realty have begun construction of the World Exchange Plaza on the Canlands site in downtown Ottawa. The retail component of the project includes four-levels of ancillary commercial space totalling 150,000 square feet. Also included in the complex will be a 17-storey office tower and an upscale hotel. A three-level department store is also being considered. Completion is scheduled for December, 1990.
G	St. Laurent Shopping Centre, St. Laurent Boulevard and The Queensway, Ottawa	Cadillac Fairview has received approval for a major expansion of St. Laurent Shopping Centre. Current plans call for the conversion of an existing 90,000 square foot The Bay store into ancillary space, concurrent with the construction of a new unit for The Bay. The expansion will also include a full second floor of ancillary space, bringing the total size of this centre to 830,000 square feet from its existing 628,100 square feet.
H	Shoppers City West Baseline Road and Woodroffe Avenue Nepean	Landawn Shopping Centres have long standing plans to redevelop this older open community shopping centre in Nepean. Plans submitted to the City call for the demolition of all existing buildings on this 31.5 acre site. The redevelopment would consist of three office towers totalling 450,000 square feet and an enclosed shopping mall of 365,000 square feet. Zoning and Official Plan amendments would be required for development to proceed.
I	Zaodam Corporation Site Conroy Road and Johnston Road Extension, Ottawa	A 146,000 square foot community shopping centre is being proposed in this developing area. The estimated completion date is 1991.
J	Holland Cross Scott Street and Holland Avenue, Ottawa	Holland Cross is a mixed-use development nearing completion, immediately south of Tunney's Pasture in Ottawa. The complex will include about 600 condominium units in four towers, two seven-storey office buildings, and a 100,000 square foot retail promenade. The promenade has been completed, but still remains largely vacant.

TABLE A-9
(continued)

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
PROPOSED MAJOR COMMERCIAL DEVELOPMENTS

Map Key	Name & Location	Description
K	Bridlewood Community Centre, Kanata (Bridlewood)	Urbandale Development Corp. has begun planning for a 100,000 square foot enclosed mall to serve residents of the Bridlewood community in Kanata.
L	La Gappe, Gatineau	A strip centre has been proposed for La Gappe in Gatineau. When completed this project will consist of 20 stores totalling 100,000 square feet.
M	Les Promenades de L'Outaouais, Gatineau	Canpro Investments Ltd. have announced plans for a 125,000 square foot expansion of Les Promenades de l'Outaouais, an existing regional shopping centre in Gatineau, Quebec. Current plans call for the addition of an 84,000 square foot department store with approximately 50 ancillary stores.
N	Billings Bridge Plaza, Ottawa	A rezoning application has been received by the City of Ottawa for an expansion of this existing community shopping facility. The project would involve the construction of a second storey to the existing 60,000 square feet Robinson's-Ogilvy's store as well as additional ancillary space. A parking structure and second office tower would also be developed as per the application. This proposal has been inactive since the application was submitted over a year ago.
O	Daly Building, Downtown Ottawa	The Daly Building is a heritage property located at the northwest corner of Sussex Drive and Rideau Street in Downtown Ottawa. As part of a major renovation project for this building, three floors of retail space will be added. A small specialty department store may comprise a portion of the space. Completion of this building, owned by the National Capital Commission, is anticipated in 1991.

SOURCE: Larry Smith & Associates Ltd.

APPENDIX B

IN-MALL CUSTOMER SURVEY

APPENDIX B

IN-MALL CUSTOMER SURVEY

A survey of customers was undertaken at most major shopping centres and other retail areas in the Ottawa-Carleton Region, over two three-day periods in June and July, 1989. The surveys were undertaken for the following reasons:

- to determine realistic trade area boundaries for the various types of retail facilities in the Ottawa-Carleton Region;
- to establish the characteristics of shoppers at these retail facilities;
- to identify the extent of inflow to these centres from outside their trade areas and from outside the region;
- to determine transportation patterns associated with shopping trips by RMOC residents and visitors;
- to identify expenditure patterns at these centres and the degree to which customers shop at other centres.

The survey was carried out by the Ottawa office of the Coopers & Lybrand Consulting Group. Bilingual interviewers and survey forms were used to ensure appropriate representation by the French-Canadian population. The questionnaire design, sample selection and analysis of results was undertaken by Larry Smith & Associates Ltd. The sample consisted of nine shopping centres, including the four regional shopping centres, i.e. Rideau Centre, St. Laurent, Bayshore, and Carlingwood. Sparks Street Mall was chosen to represent a central business district specialty shopping area. Furthermore, four community shopping centres were selected: Billings Bridge Plaza, Gloucester Centre, Lincoln Heights Galleria and Place D'Orleans.

In total, 3,424 questionnaires were administered. The time periods selected for the interviews ensured coverage over the entire operating day at each centre. The distribution of surveys by day and time period reflected the volume of business typically conducted during these time periods as established through discussions with mall management.

Minor changes were made to the survey forms used at the Rideau Centre and Sparks Street, in order to reflect the high incidence of tourists in addition to shoppers at these locations. A copy of both survey forms has been included at the end of this section.

The following is a brief description of each of the centres at which surveys were conducted.

Bayshore Shopping Centre

The Bayshore Shopping Centre is a suburban regional centre and is located at the Queensway and Richmond Road and serves the western portion of the Region. Bayshore is located in the City of Nepean and is not subject to the restricted weekday operating hours in effect in Ottawa. This project has three levels with three entrances on the lower floor and one entrance on each of the two upper levels. The interviews were distributed over the three floors at four separate locations. The surveys were undertaken between 10:30 a.m. and 8:30 p.m. on Friday, June 23 and Wednesday, June 28 and from 10:30 a.m. to 5:30 p.m. on Saturday, June 24.

Billings Bridge Plaza

Billings Bridge Plaza is a community scale shopping centre and is located on the southwest corner of Riverside Drive and Bank Street in the City of Ottawa. The major components of the plaza include a Robinson's-Ogilvy's department store, two supermarkets, and a small office building. The surveys, distributed over six locations, were conducted from 10:30 a.m. to 8:30 p.m. on Friday, June 23, and from 10:30 a.m. to 5:30 p.m. on Saturday June 24, and Wednesday, June 28.

Carlingwood Shopping Centre

Carlingwood Shopping Centre is the smallest of the four regional centres where customer interviews were conducted. The centre is located on the northeast corner of Carling Avenue and Woodroffe Avenue west of Downtown Ottawa. The centre is anchored by a large Sears department store and a Loblaws supermarket. It has five principal entrances. The surveys were conducted on July 5, 7 and 8 during the same time periods as the two downtown centres.

Gloucester Centre

Gloucester Centre, located at the intersection of Blair Road and The Queensway is a community shopping centre anchored by a Pascal's hardware store and a Loblaws Superstore. This mall has four principal components. Loblaws and Pascals are located at either end of the centre, with a food court and a cinema occupying internal locations. Four survey locations were chosen to reflect the traffic drawn to each component. As Gloucester Centre is located outside the City of Ottawa it is not subject to restricted weekday operating hours. The surveys were conducted from 10:30 a.m. to 8:30 p.m. on Friday, June 23, and Wednesday, June 28, and from 10:30 a.m. to 5:30 p.m. on Saturday, June 24.

Lincoln Heights Galleria

Lincoln Heights Galleria, a two level community shopping centre, is located west of Carlingwood Shopping Centre between Richmond Road and Carling Avenue. The centre has two upper level entrances and a lower mall entrance. The lower mall consists of an IGA supermarket and a Woolco discount department store which anchor the centre. Surveys were conducted at each of the three locations. The surveys were conducted on June 23, 24 and 28 during normal Ottawa store hours.

Place D'Orleans

Place D'Orleans is located at the intersection of Champlain Road and St. Joseph Boulevard, immediately south of the Queensway in the Gloucester community of Orleans. This single level enclosed facility is undergoing a major expansion, and has limited access and parking due to construction work. Presently, access is restricted to three entrances where the surveys were conducted. Unlike the other centres, Place D'Orleans is open on Saturday evenings. These surveys took place on Wednesday July 5, Friday July 7, and Saturday July 8 from 10.30 a.m. to 8.30 p.m.

Rideau Centre

Rideau Centre is a downtown regional shopping centre. It consists of three levels with three entrances on the lower mall level, two on the intermediate mall level and three on the upper mall level. The customer surveys were distributed by floor and by entrance at seven distinct locations throughout the Centre. Surveys were conducted between the hours of 10:30 a.m. and 5:30 p.m. on Wednesday, July 5, and Saturday, July 8, and between 10:30 a.m. and 8:30 p.m. on Friday, July 7, reflecting store opening hours.

St. Laurent Shopping Centre

St. Laurent Shopping Centre is a suburban regional shopping centre located at the Queensway and St. Laurent Boulevard. It is anchored by two traditional department stores and is the principal retail facility serving the eastern sector of the Region. The centre has five major entrances, to which the surveys were distributed. The surveys were administered between 10:30 a.m. and 8:30 p.m. on Friday, June 23, and Wednesday, June 28, and from 10:30 a.m. to 5:30 p.m. on Saturday, June 24.

Sparks Street Mall

Sparks Street is an outdoor pedestrian mall located in downtown Ottawa and is bounded by Wellington Street in the north, Queen Street in the south, Bay Street to the west and Elgin Street to the east. This is a major specialty retail area in the central business district, serving a variety of distinct market groups, such as the downtown workforce, tourists and affluent Ottawa residents. Surveys were conducted at six separate locations throughout the Sparks Street pedestrian area. As part of this survey interviews were conducted inside 240 Sparks Street, a major mixed use project containing three levels of retail space. Surveys were conducted during the same time periods as the Rideau Centre.

Summary of Results

The summary of the survey results have been indicated on Tables B-1 to B-13. The following paragraphs outline the highlights.

Table B-1 summarizes the distribution of interviews conducted at each centre by day and time. As indicated earlier, this distribution which reflects typical customer traffic flows, has been based on discussions with shopping centre management.

Table B-2 presents the age and sex characteristics of the respondents at each centre. The last column of this table presents 1986 Census statistics for the Region of Ottawa-Carleton, from which to compare the customer profile data. As expected, the majority of shoppers were female at all of the centres. Gloucester City Centre had a somewhat higher proportion of male shoppers, which is likely due to the Pascals Hardware store anchor. The age distribution of shoppers showed the highest percentage in the 25 to 44 age group. This was consistently the case in all centres surveyed. The final point noteworthy is the relatively high proportion of shoppers 65 and above at Lincoln Heights Galleria and Carlingwood Shopping Centre. This can be attributed to the large number of seniors' projects in the vicinity of these two centres.

As indicated in Table B-3, the majority of suburban centre respondents use their cars to shop. At the suburban regional and community centres, between 55.0% and 90.0% drove to the shopping centre where they were interviewed. Gloucester City Centre has only recently been opened and its associated transitway station is yet to be completed. Place D'Orleans at the time of the survey was undergoing a major expansion and access to the centre by bus was limited. For these reasons, Place D'Orleans and Gloucester Centre had a somewhat higher proportion of automobile oriented shoppers than the other centres.

Persons visiting Rideau Centre and Sparks Street used a variety of transportation modes. Only between 30.0% and 35.0% drove. Almost 40.0% of the customers at Sparks Street constituted walk-in traffic, reflecting the large concentration of office employment and tourists in this area. The largest portion of Rideau Centre customers arrived by bus, reflecting the Transpo Station in front of the centre.

The second section of Table B-3 indicates the frequency of customer visits to each centre. The community shopping centres, because of their supermarket and other convenience retail and service facilities, are visited by their customers generally more often than the other centres. Conversely, over 40.0% of Sparks Street shoppers visit less often than once per month. This is due to the high number of tourists attracted to the area.

The lower section of Table B-3 indicates the origin of shopping trips to each centre. For all but Sparks Street, the majority of customers come directly from their homes. Surprisingly, over 67.0% of Rideau Centre customers came directly from home rather than from work despite the downtown location. Finally, Gloucester City Centre had the highest proportion of shoppers arriving directly from other shopping facilities. This can partially be attributed to the large number of customers relying on automobiles to shop at this centre.

The results of the survey also indicated the stores or service establishments that customers visited at each particular location on the day of the interview. Table B-4 shows the distribution of non-food anchors and supermarkets visited at each centre as a percentage of the number of respondents. To some extent this table illustrates the relative draw of each of the major tenants. For example, at Bayshore Shopping Centre, over 50.0% of the respondents visited the Bay, while 43.6% visited Eaton's.

It is also interesting to note that the Loblaws Superstore at Gloucester Centre attracted more respondents than Pascals.

Table B-5 indicates the types of ancillary tenants the respondents visited at each centre. The percentages shown on this table are based on the total number of responses as opposed to the number of respondents. Again, this table shows the relative influence of each component at each centre. For example, the apparel tenants at the four Regional Centres were visited more often than any other single component. For the community centres, with the exception of Gloucester Centre, the "Other Specialty DSTM" category was the major draw. This was also true for Sparks Street, where over 30.0% of the ancillary stores visited were Other Specialty DSTM tenants. This may relate to the gift and souvenir purchases by the tourists to this area.

Table B-6 indicates the other shopping centres customers frequent for non-food merchandise. Because this table outlines the cross-shopping which occurs between the various centres it is useful for identifying those facilities which would be most influenced by major changes to competing centres. For example, some 49.7% of Bayshore customers also shop at Carlingwood Shopping Centre. A significant expansion or renovation project at either Centre could, therefore, potentially attract expenditures away from the other. Rideau Centre was the most popular response for Sparks Street and St. Laurent shoppers. Finally, it is interesting to note that St. Laurent and Bayshore Shopping Centres both have a high proportion of shoppers who have visited other centres. This is possibly a result of their accessibility to the Queensway.

Table B-7 indicates the distribution of respondents by trade area zone. The distribution of customers is similar, but not identical to the distribution of non-food expenditures used to delineate the trade areas. This table was used as the base for calculating the average per respondent expenditures in Tables B-9, B-11 and B-13.

The expenditures made by the respondents are analyzed in Tables B-8 to B-13. The survey distinguished between non-food, food, and eating and drinking expenditures. Tables B-8, B-10 and B-12 show the distribution of

non-food, food, and eating and drinking expenditures by trade area zone. Tables B-9, B-11 and B-13 outline the average customer expenditures in each of these categories. The distribution of non-food expenditures was used to delineate the trade areas discussed in detail in Section II. In general, persons travelling further to shop tend to spend more than other shoppers. This is seen in the survey results, where with the exception of Billings Bridge customers, non-trade area residents had higher average non-food expenditures than trade area residents. Similarly Secondary Zone residents spent on average more than Primary Zone residents. The average non-food expenditure per customer was highest at Bayshore Shopping Centre, at $78.31 per person. To some extent this can be attributed to the upscale fashion component at Bayshore, particularly on the third level. The average non-food expenditures per customer were lowest at Gloucester City Centre and Billings Bridge Plaza. These community centres have much smaller non-food retail components than their regional counterparts.

Food expenditures at each Centre are shown in Tables B-10 and B-11. In this category, the highest average food expenditures are attracted by the community shopping centres. This once again illustrates the important convenience function of these centres. The lowest average customer expenditures were recorded in the Rideau Centre, Sparks Street, St. Laurent Shopping Centre and Place D'Orleans, none of which have supermarkets.

Table B-13 shows the average eating and drinking expenditures at each of the facilities surveyed. The expenditures are fairly consistent at each centre, with two exceptions. Average expenditures at Rideau Centre and Sparks Street were considerably higher than any of the other centres. This can be attributed to the numerous drinking and eating facilities situated within the two centres to serve the tourist and office markets.

This survey data has been incorporated into our analysis and has provided much of the input important in making realistic market projections in the Regional Municipality of Ottawa-Carleton. In addition, it has provided reliable information on the extent of the trade areas associated with each of these major retail facilities.

TABLE B-1

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
DAY AND TIME INTERVIEWS CONDUCTED

Number of Interviews Conducted

	Time of Day(1				
	Morning	Lunch Time	Afternoon	Evening	Total
Day					
Bayshore Shopping Centre					
Friday, June 23	16	31	32	48	127
Saturday, June 24	33	39	57	-	129
Wednesday, June 28	21	17	42	26	106
TOTAL	70	87	131	74	362
Billings Bridge Plaza					
Friday, June 23	7	31	64	63	165
Saturday, June 24	26	40	42	-	108
Wednesday, June 28	31	11	34	-	76
TOTAL	64	82	140	63	349
Carlingwood Shopping Centre					
Wednesday, July 5	13	27	40	-	80
Friday, July 7	20	33	63	53	169
Saturday, July 8	44	55	67	-	166
TOTAL	77	115	170	53	415
Gloucester City Centre					
Friday, June 23	15	31	47	59	152
Saturday, June 24	29	43	56	-	128
Wednesday, June 28	19	25	33	53	130
TOTAL	63	99	136	112	410
Lincoln Heights Galleria					
Friday, June 23	29	24	41	46	140
Saturday, June 24	34	47	48	-	129
Wednesday, June 28	18	23	38	-	79
TOTAL	81	94	127	46	348

TABLE B-1 - (Cont'd)

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
DAY AND TIME INTERVIEWS CONDUCTED

Number of Interviews Conducted

	Time of Day(1				
	Morning	**Lunch Time**	**Afternoon**	**Evening**	**Total**
Place D'Orleans					
Wednesday, July 5	15	16	42	40	113
Friday, July 7	14	31	44	50	139
Saturday, July 8	18	27	80	49	174
TOTAL	47	74	166	139	426
Rideau Centre					
Wednesday, July 5	15	34	33	-	82
Friday, July 7	11	30	62	63	166
Saturday, July 8	46	54	75	-	175
TOTAL	72	118	170	63	423
St. Laurent Shopping Centre					
Friday, June 23	13	29	73	52	167
Saturday, June 24	30	34	46	-	110
Wednesday, June 28	18	18	32	-	68
TOTAL	61	81	151	52	345
Sparks Street					
Wednesday, July 5	12	24	38	-	74
Friday, July 7	10	30	67	40	147
Saturday, July 8	41	43	41	-	125
TOTAL	63	97	146	40	346

SOURCE: Larry Smith & Associates Ltd.

1) Morning = 10:30 a.m. - 12:00 p.m., Lunch Time = 12:00 p.m. - 2:00 p.m., Afternoon = 2:00 p.m. - 5:00 p.m., and Evening = 6:00 p.m.- 8:30 p.m.

"-" = Centre Closed, no interviews conducted.

TABLE B-2

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
CUSTOMER PROFILE DATA

	Percent of Interviews Conducted									
Age Group	Bayshore Shopping Centre (n=362)	Billings Bridge Plaza (n=349)	Carlingwood Shopping Centre (n=415)	Gloucester City Centre (n=410)	Lincoln Heights Galleria (n=348)	Place D'Orleans (n=426)	Rideau Centre (n=423)	St. Laurent Shopping Centre (n=345)	Sparks Street (n=346)	RMOC (1986 CENSUS(1
16-24	19.6%	19.5%	12.3%	14.4%	7.8%	16.7%	31.7%	31.9%	24.0%	20.9%
25-44	43.4%	38.4%	44.3%	56.3%	35.3%	58.2%	40.6%	42.9%	51.5%	43.3%
45-64	23.5%	27.8%	26.0%	23.4%	31.9%	21.1%	21.3%	20.9%	19.9%	23.8%
65+	13.2%	13.7%	17.4%	5.9%	24.7%	3.5%	5.9%	4.3%	4.3%	12.0%
Refused	0.3%	0.6%	0.0%	0.0%	0.3%	0.5%	0.5%	0.0%	0.3%	-
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Sex										
Male	35.1%	36.7%	35.7%	46.3%	27.6%	38.3%	38.5%	38.5%	38.2%	47.9%
Female	63.5%	60.7%	64.1%	53.2%	71.8%	61.0%	60.5%	60.3%	59.5%	52.1%
Unrecorded	1.4%	2.6%	0.2%	0.5%	0.6%	0.7%	1.0%	1.2%	2.3%	-
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.
1) Based on the 1986 Census of Canada. Percentages based on total population over 15 years of age.
" - " = Not Applicable.

TABLE B-3

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
CUSTOMER TRAVEL PATTERNS

	Percent of Interviews Conducted								
	Bayshore Shopping Centre (n=362)	Billings Bridge Plaza (n=349)	Carlingwood Shopping Centre (n=415)	Gloucester City Centre (n=410)	Lincoln Heights Galleria (n=348)	Place D'Orleans (n=426)	Rideau Centre (n=423)	St. Laurent Shopping Centre (n=345)	Sparks Street (n=346)
How Did You Get Here Today?									
Car	76.8%	57.6%	70.1%	90.0%	68.1%	86.9%	35.2%	69.3%	31.8%
Bus	14.1%	25.8%	20.1%	6.1%	14.9%	7.3%	38.1%	24.1%	26.9%
Taxi	0.3%	1.7%	0.7%	0.5%	0.6%	0.0%	2.6%	0.3%	0.3%
Walk	8.5%	12.9%	8.7%	1.7%	15.0%	3.7%	22.2%	4.6%	38.7%
Other	0.3%	2.0%	0.5%	1.7%	1.4%	2.1%	1.9%	1.7%	2.3%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
How Frequently Do You Shop At This Centre?									
More than Once Per Week	21.8%	36.1%	28.7%	20.0%	41.4%	24.2%	18.4%	20.9%	20.3%
Weekly	17.1%	28.9%	23.6%	31.0%	19.0%	31.4%	18.7%	24.1%	13.3%
Once or Twice Per Month	35.1%	19.2%	29.4%	26.6%	15.8%	26.3%	29.3%	29.8%	19.9%
Less Often	23.8%	13.8%	18.3%	20.7%	23.2%	15.5%	24.4%	21.7%	41.0%
No Response	2.2%	2.0%	0.0%	1.7%	0.6%	2.6%	9.2%	3.5%	5.5%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Did You Come Directly From ...?									
Home	75.7%	69.9%	70.8%	62.7%	71.6%	74.9%	67.1%	69.0%	43.4%
Work	8.8%	13.7%	10.8%	16.4%	10.9%	8.7%	14.9%	17.7%	27.7%
School	0.3%	0.9%	0.0%	0.5%	0.3%	0.9%	1.7%	1.2%	0.9%
Other Shopping	8.6%	6.6%	8.0%	14.1%	8.3%	8.0%	3.3%	4.9%	9.5%
Appointment/Other	6.6%	8.9%	10.4%	6.3%	8.9%	7.5%	13.0%	7.2%	18.5%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

TABLE B-4

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
STORES AND SERVICES VISITED - NON FOOD ANCHORS AND SUPERMARKETS

	Percent of Respondents								
	Bayshore Shopping Centre (n=362)	Billings Bridge Plaza (n=349)	Carlingwood Shopping Centre (n=415)	Gloucester City Centre (n=410)	Lincoln Heights Galleria (n=348)	Place D'Orleans (n=426)	Rideau Centre (n=423)	St. Laurent Shopping Centre (n=345)	Sparks Street (n=346)
What Stores or Service Establishments Have You Visited At This Shopping Location Today?									
Non-Food Anchors									
Eatons	43.6%	-	-	-	-	-	31.7%	-	-
The Bay	52.8%	-	-	-	-	-	21.7%	43.8%	-
Sears	-	-	62.2%	-	-	-	-	44.3%	-
Robinson's-Ogilvy's	-	34.1%	-	-	29.3%	-	8.5%	-	-
Brettons	-	-	-	-	-	-	7.8%	5.2%	-
Holt Renfrew	-	-	-	-	-	-	-	-	5.8%
Woolco	-	-	-	-	45.1%	67.1%	-	-	-
Woolworths	-	7.4%	7.0%	-	-	-	-	-	-
Zellers	-	-	23.4%	-	-	-	-	-	19.1%
M Store	15.2%	-	-	-	-	-	-	-	-
Pascal	-	-	-	40.7%	-	-	-	-	-
Supermarkets									
Steinbergs	15.5%	21.5%	-	-	-	-	-	-	-
Loblaws	-	28.4%	18.6%	50.0%	-	-	-	-	-
IGA	-	-	-	-	42.2%	-	-	-	-

SOURCE: Larry Smith & Associates Ltd.
" - " = Not Applicable.

TABLE B-5

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
STORES AND SERVICES VISITED - ANCILLARY TENANTS

	Percent of All Responses(1								
Ancillary Tenants	Bayshore Shopping Centre (n=1,222)	Billings Bridge Plaza (n=871)	Carlingwood Shopping Centre (n=1,151)	Gloucester City Centre (n=1,061)	Lincoln Heights Galleria (n=807)	Place D'Orleans (n=1,103)	Rideau Centre (n=1,241)	St. Laurent Shopping Centre (n=1,103)	Sparks Street (n=681)
Specialty Food	-	2.5%	0.3%	0.6%	1.9%	1.7%	1.0%	-	1.6%
General Merchandise	-	-	-	8.1%	-	-	-	-	0.4%
Apparel	34.4%	18.8%	25.8%	17.6%	10.0%	18.3%	35.1%	30.2%	25.6%
Home Furnishings	3.9%	1.0%	4.5%	2.3%	2.2%	2.8%	3.8%	5.2%	7.8%
Drugs	5.0%	3.8%	5.0%	3.9%	9.1%	6.2%	6.0%	5.7%	5.2%
Specialty DSTM	12.6%	21.6%	13.2%	12.7%	12.5%	32.6%	18.5%	21.6%	30.7%
Liquor/Beer/Wine	-	2.4%	0.1%	0.7%	-	-	0.1%	0.1%	0.1%
Eating and Drinking	5.3%	5.5%	7.6%	13.3%	6.4%	6.8%	10.3%	4.5%	10.3%
Financial Services	0.6%	4.1%	2.4%	3.9%	1.7%	2.6%	0.3%	1.9%	3.2%
Other Services	0.8%	3.5%	1.1%	0.9%	5.7%	2.9%	0.9%	1.6%	2.2%
Theatre	-	-	-	1.0%	-	-	0.2%	-	0.3%

SOURCE: Larry Smith & Associates Ltd.
" - " = Not Applicable.
1) Respondents were asked to list up to five stores or services which they had visited on the day of the interview.

TABLE B-6

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
OTHER SHOPPING CENTRES VISITED

At what other suburban shopping centres or downtown centres do you do most of your other non-food shopping? List up to 3.

	Location of Interview								
Centre Name	Bayshore Shopping Centre (n=362)	Billings Bridge Plaza (n=349)	Carlingwood Shopping Centre (n=415)	Gloucester City Centre (n=410)	Lincoln Heights Galleria (n=348)	Place D'Orleans (n=426)	Rideau Centre (n=423)	St. Laurent Shopping Centre (n=345)	Sparks Street (n=346)
Bayshore Shopping Centre	-	23.5%	59.5%	12.2%	64.1%	10.3%	31.2%	24.9%	24.9%
Billings Bridge Plaza	6.4%	-	8.7%	6.1%	8.0%	2.6%	13.2%	13.0%	13.3%
Carlingwood Shopping Centre	49.7%	14.9%	-	6.8%	62.4%	4.0%	16.3%	11.6%	13.3%
Gloucester City Centre	1.9%	2.9%	0.5%	-	0.9%	2.6%	5.0%	23.5%	5.5%
Lincoln Heights Galleria	25.7%	3.2%	24.1%	0.2%	-	0.7%	2.1%	1.2%	4.9%
Place D'Orleans	2.2%	3.4%	1.0%	28.0%	0.0%	-	3.5%	20.9%	4.9%
Rideau Centre	39.0%	57.6%	27.5%	45.1%	21.8%	31.9%	-	64.1%	70.5%
St. Laurent Shopping Centre	18.0%	43.3%	14.0%	73.9%	8.0%	73.5%	30.3%	-	24.9%
Sparks Street Mall	2.5%	7.2%	2.2%	7.3%	3.2%	1.6%	15.4%	11.0%	-
Other	31.5%	23.8%	37.6%	21.5%	27.3%	20.0%	8.5%	18.6%	15.6%

SOURCE: Larry Smith & Associates Ltd.
" - " = Not Applicable.

TABLE B-7

REGION OF OTTAWA-CARLTON SELECTED SHOPPING CENTRES DISTRIBUTION OF RESPONDENTS BY TRADE AREA ZONE(1

	Location of Interview								
	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Number of Respondents									
Primary Zone	193	150	263	221	187	260	236	197	199
Percent	53.3%	42.9%	63.4%	53.9%	53.7%	61.0%	56.3%	57.1%	57.8%
Secondary Zone	87	117	87	99	72	81	92	63	47
Percent	24.0%	33.5%	20.9%	24.1%	20.7%	19.0%	22.0%	18.3%	13.7%
TOTAL TRADE AREA	280	267	350	320	259	341	328	260	246
PERCENT	77.3%	76.5%	84.3%	78.0%	74.4%	80.0%	78.3%	75.4%	71.5%
Outside Trade Area	82	82	65	90	89	85	91	85	98
Percent	22.7%	23.5%	15.7%	22.0%	25.6%	20.0%	21.7%	24.6%	28.5%
TOTAL ALL RESPONDENTS	362	349	415	410	348	426	419(2	345	344(3
PERCENT	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the nine in-mall customer surveys.
2) Excludes four surveys where the location of residence could not be determined.
3) Excludes two surveys where the location of residence could not be determined.

TABLE B-8

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
DISTRIBUTION OF NON-FOOD EXPENDITURES BY TRADE AREA ZONE(1

Non-Food Expenditures	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Primary Zone	$14,284	$5,989	$11,098	$4,470	$5,930	$8,437	$14,071	$11,040	$8,709
Percent	50.4%	50.2%	50.9%	50.3%	48.1%	52.7%	51.6%	50.5%	51.4%
Secondary Zone	$7,309	$3,505	$4,260	$1,941	$2,704	$3,778	$6,030	$4,992	$2,760
Percent	25.8%	28.9%	19.6%	21.9%	22.0%	23.6%	22.1%	22.9%	16.3%
TOTAL TRADE AREA	$21,593	$9,444	$15,358	$6,411	$8,634	$12,215	$20,101	$16,032	$11,469
PERCENT	76.2%	79.1%	70.5%	72.2%	70.1%	76.3%	73.7%	73.4%	67.6%
Outside Trade Area	$6,756	$2,497	$6,436	$2,470	$3,682	$3,801	$7,156	$5,813	$5,490
Percent	23.8%	20.9%	29.5%	27.8%	29.9%	23.7%	26.3%	26.6%	32.4%
TOTAL ALL RESPONDENTS	$28,349	$11,941	$21,794	$8,881	$12,316	$16,016	$27,257(2	$21,845	$16,959(3
PERCENT	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the nine in-mall customer surveys.
2) Excludes four surveys where the location of residence could not be determined.
3) Excludes two surveys where the location of residence could not be determined.

TABLE B-9

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
AVERAGE RESPONDENT NON-FOOD EXPENDITURE BY TRADE AREA ZONE(1

	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Primary Zone	$74.01	$39.93	$42.20	$20.23	$31.71	$32.45	$59.62	$56.04	$43.76
Secondary Zone	$84.01	$29.53	$48.97	$19.61	$37.56	$46.64	$65.54	$79.24	$58.72
TOTAL TRADE AREA	$77.12	$35.37	$43.38	$20.03	$33.34	$35.82	$61.28	$61.66	$46.62
Outside Trade Area	$82.39	$30.45	$99.02	$27.44	$41.37	$44.72	$78.64	$68.39	$56.02
TOTAL ALL RESPONDENTS	$78.31	$34.21	$52.52	$21.66	$35.39	$37.60	$65.05	$63.32	$49.30

SOURCE: Larry Smith & Associates Ltd.

1) Based on the nine in-mall customer surveys.

TABLE B-10

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
DISTRIBUTION OF FOOD EXPENDITURES BY TRADE AREA ZONE(1

Food Expenditures	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Primary Zone	$1,086	$2,480	$1,206	$4,935	$2,879	$230	$345	$82	$96
Percent	69.7%	57.3%	60.6%	50.9%	76.6%	64.1%	52.7%	100.0%	46.6%
Secondary Zone	$148	$1,357	$396	$1,914	$625	$64	$144	$0	$55
Percent	9.5%	31.3%	19.9%	19.7%	16.6%	17.8%	22.0%	0.0%	26.7%
TOTAL TRADE AREA	$1,234	$3,837	$1,602	$6,849	$3,504	$294	$489	$82	$151
PERCENT	79.3%	88.6%	80.5%	70.6%	93.2%	81.9%	74.7%	100.0%	73.3%
Outside Trade Area	$323	$493	$389	$2,850	$255	$65	$166	$0	$55
Percent	20.7%	11.4%	19.5%	29.4%	6.8%	18.1%	25.3%	0.0%	26.7%
TOTAL ALL RESPONDENTS	$1,557	$4,330	$1,991	$9,699	$3,759	$359	$655(2	$82	$206(3
PERCENT	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the nine in-mall customer surveys.
2) Excludes four surveys where the location of residence could not be determined.
3) Excludes two surveys where the location of residence could not be determined.

TABLE B-11

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
AVERAGE RESPONDENT FOOD EXPENDITURES BY TRADE AREA ZONE(1

	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Primary Zone	$5.63	$16.53	$4.59	$22.33	$15.40	$0.88	$1.46	$0.42	$0.48
Secondary Zone	$1.70	$11.60	$4.55	$19.33	$8.68	$0.79	$1.57	$0.00	$1.17
TOTAL TRADE AREA	**$4.41**	**$14.37**	**$4.58**	**$21.40**	**$13.53**	**$0.86**	**$1.49**	**$0.32**	**$0.61**
Outside Trade Area	$3.94	$6.01	$5.98	$31.67	$2.87	$0.76	$1.82	$0.00	$0.56
TOTAL ALL RESPONDENTS	**$4.30**	**$12.41**	**$4.80**	**$23.66**	**$10.80**	**$0.84**	**$1.56**	**$0.24**	**$0.60**

SOURCE: Larry Smith & Associates Ltd.
1) Based on the nine in-mall customer surveys.

TABLE B-12

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
DISTRIBUTION OF EATING AND DRINKING EXPENDITURES BY TRADE AREA ZONE(1

	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Eating and Drinking Expenditures									
Primary Zone	$317	$90	$225	$352	$85	$240	$617	$128	$399
Percent	48.0%	23.9%	47.8%	49.8%	52.5%	55.6%	48.5%	33.3%	45.9%
Secondary Zone	$130	$174	$90	$191	$39	$36	$274	$118	$72
Percent	19.7%	46.3%	19.1%	27.0%	24.1%	8.3%	21.5%	30.7%	8.3%
TOTAL TRADE AREA	$447	$264	$315	$543	$124	$276	$891	$246	$471
PERCENT	67.7%	70.2%	66.9%	76.8%	76.5%	63.9%	70.0%	64.1%	54.2%
Outside Trade Area	$213	$112	$156	$164	$38	$156	$381	$138	$398
Percent	32.3%	29.8%	33.1%	23.2%	23.5%	36.1%	30.0%	35.9%	45.8%
TOTAL ALL RESPONDENTS	$660	$376	$471	$707	$162	$432	$1,272(2	$384	$869(3
PERCENT	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the nine in-mall surveys.
2) Excludes four surveys where the location of residence could not be determined.
3) Excludes two surveys where the location of residence could not be determined.

TABLE B-13

REGION OF OTTAWA-CARLTON IN-MALL SURVEYS
AVERAGE RESPONDENT EATING AND DRINKING EXPENDITURE BY TRADE AREA ZONE[1]

	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester City Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Primary Zone	$1.64	$0.60	$0.86	$1.59	$0.45	$0.92	$2.61	$0.65	$2.01
Secondary Zone	$1.49	$1.49	$1.03	$1.93	$0.54	$0.44	$2.98	$1.87	$1.53
TOTAL TRADE AREA	**$1.60**	**$0.99**	**$0.90**	**$1.70**	**$0.48**	**$0.81**	**$2.72**	**$0.95**	**$1.91**
Outside Trade Area	$2.60	$1.37	$2.40	$1.82	$0.43	$1.84	$4.19	$1.62	$4.06
TOTAL ALL RESPONDENTS	**$1.82**	**$1.08**	**$1.13**	**$1.72**	**$0.47**	**$1.01**	**$3.04**	**$1.11**	**$2.53**

SOURCE: Larry Smith & Associates Ltd.
1) Based on the nine in-mall customer surveys.

SURVEYS AT SPARKS STREET AND RIDEAU CENTRE (ENGLISH)

RMOC 1988 RETAIL STUDY
CUSTOMER SURVEY

Day: Wednesday . . . 1
Friday 2
Saturday . . . 3

Time Period

10:30 a.m.-12:00 p.m. ____
12:00 p.m.-2:00 p.m. ____
2:00 p.m.-5:30 p.m. ____
6:00 p.m.-8:30 p.m. ____

Location: (CIRCLE)

Rideau Centre 1
Sparks Street Mall 2
St. Laurent S.C. 3
Bayshore S.C. 4
Carlingwood S.C. 5
Billings Bridge 6
Lincoln Heights Galleria 7
Place D'Orleans 8
Gloucester City Centre 9

Interviewers Initials ____________

Introduction: Good morning/afternoon/evening. We are conducting a survey of shoppers and visitors in this area/mall. Could you please spare a minute or so to answer a few quick questions?

A) Have you made or do you plan to make any purchases in stores, restaurants or fast food outlets at

____________________ today? YES ________ NO ________
Name of Centre
(If NO, terminate interview. This does not count as a completed survey.)

B) Have you completed the majority of your purchases here today? YES ________ NO ________
(If NO, terminate interview. This does not count as a completed survey.)

1) How did you get here today? (CIRCLE)

Car 1
Bus 2
Taxi 3
Walk 4
Other (Specify) 5

____

2) How frequently do you shop at this shopping location (CIRCLE)

More than once a week 1
Weekly 2
Once or twice per month 3
Less frequently 4

3) Did you come directly from? (CIRCLE)

Home 1
Work . . . . 2 (GO TO 3a)
School 3
Other Shopping 4
(Specify Shopping Location)

____

Other 5

3a) (For those who come from work only)
What are the two major streets intersecting near your place of work?

____________________/____________________

4a) We would like to know where our customers come from. In which community or village do you live?

____

4b) What are the two major streets intersecting near your home?

____________________/____________________

4c) What is your postal code? (six digits)

__ __ __ __ __ __

5 What stores or service establishments have you visited at this shopping location today? (LIST UP TO 5)

____

____

____

____

____

5a) Could you please tell me the approximate total amount of money you have spent today at this retail location/shopping centre?

$____________________.00

AND HOW WOULD YOU DIVIDE THIS BETWEEN:

FOOD STORES (TAKE HOME) $____________.00

NON-FOOD $____________.00

RESTAURANT/FAST FOOD $____________.00

6) At what other suburban shopping centres or downtown centres do you do most of your other non-food shopping? LIST THEM IN ORDER OF IMPORTANCE (LIST UP TO 3).

	ORDER
Rideau Centre	____
Sparks Street Mall	____
St. Laurent S.C.	____
Bayshore S.C.	____
Carlingwood S.C.	____
Billings Bridge	____
Lincoln Heights Galleria	____
Place D'Orleans	____
Gloucester City Centre	____
Others (Specify)	____

____

7) Age Group:

18-24 1
25-44 2
45-64 3
65+ 4

8) Sex: Male 1
Female 2

SURVEYS AT ALL OTHER CENTRES (ENGLISH)

RMOC 1989 RETAIL STUDY
CUSTOMER SURVEY

Day:

Wednesday	1
Friday	2
Saturday	3

Time Period

10:30 a.m.-12:00 p.m. ____
12:00 p.m.-2:00 p.m. ____
2:00 p.m.-5:30 p.m. ____
6:00 p.m.-8:30 p.m. ____

Location: (CIRCLE)

Rideau Centre	1
Sparks Street Mall	2
St. Laurent S.C.	3
Bayshore S.C.	4
Carlingwood S.C.	5
Billings Bridge	6
Lincoln Heights Galleria	7
Place D'Orleans	8
Gloucester City Centre	9

Interviewers Initials ____________

Introduction: Good morning/afternoon/evening. We are conducting a survey of shoppers in this area/mall. Could you please spare a minute or so to answer a few quick questions?

A) Are you here today for the purpose of shopping? (If NO, terminate interview. This does not count as a completed survey). ______YES ______NO

B) Have you completed a majority of your shopping? (If NO, terminate interview. This does not count as a completed survey.) ______YES ______NO

1) How did you get here today? (CIRCLE)

Car	1
Bus	2
Taxi	3
Walk	4
Other (Specify)	5

____

2) How frequently do you shop at this shopping location (CIRCLE)

More than once a week	1
Weekly	2
Once or twice per month	3
Less frequently	4

3) Did you come directly from? (CIRCLE)

Home	1	
Work	2	GO TO 3a)
School	3	
Other Shopping (Specify Shopping Location)	4	
Other	5	

____

3a) (For those who come from work only)
What are the two major streets intersecting near your place of work?

____________ / ____________

4a) We would like to know where our customers come from. In which community or village do you live?

____

4b) What are the two major streets intersecting near your home?

____________ / ____________

4c) What is your postal code? (six digits)

_ _ _ _ _ _

5 What stores or service establishments have you visited at this shopping location today? (LIST UP TO 5)

____
____
____
____
____

5a) Could you please tell me the approximate total amount of money you have spent today at this retail location/shopping centre?

$____________.00

AND HOW WOULD YOU DIVIDE THIS BETWEEN:

FOOD STORES (TAKE HOME) $____________.00
NON-FOOD $____________.00
RESTAURANT/FAST FOOD $____________.00

6) At what other suburban shopping centres or downtown centres do you do most of your other non-food shopping? LIST THEM IN ORDER OF IMPORTANCE (LIST UP TO 3).

	ORDER
Rideau Centre	____
Sparks Street Mall	____
St. Laurent S.C.	____
Bayshore S.C.	____
Carlingwood S.C.	____
Billings Bridge	____
Lincoln Heights Galleria	____
Place D'Orleans	____
Gloucester City Centre	____
Others (Specify)	____

____

7) Age Group:

16-24	1
25-44	2
45-65	3
65+	4

8) Sex:

Male	1
Female	2

SURVEYS AT SPARKS STREET AND RIDEAU CENTRE (FRENCH)

MROC

ENQUÊTE AUPRÈS DES CONSOMMATEURS 1989

Jour:	mercredi	1
	vendredi	2
	samedi	3
Heure:	10:30 – 12:00	1
	12:00 – 14:00	2
	14:00 – 17:30	3
	18:00 – 20:30	4

Initiales de l'interviewer ______________

Site . . . . (ENCERCLER)

Centre Rideau	1
Mail de la Rue Sparks	2
Centre commercial:	
St-Laurent	3
Bayshore	4
Carlingwood	5
Billings Bridge	6
Lincoln Heights	7
Place d'Orléans	8
Centre de Gloucester	9

Introduction: Bonjour / Bonsoir. Nous effectuons un sondage auprès des clients de ce centre commercial. Pourriez-vous s'il vous plaît nous accorder une minute ou deux pour répondre à quelques questions?

A. Avez-vous ou prévoyez-vous faire aujourd'hui des achats dans les magasins, restaurants ou kiosques de restauration rapide au/à ______________________ (nom du centre)? _____ Oui _____ Non

B. Avez-vous fait la plupart de vos achats? **(Si la réponse est négative, ne pas poursuivre l'entrevue. Cela ne compte pas pour une enquête complète).** _____ Oui _____ Non

1. Comment êtes-vous venu(e) ici aujourd'hui? **(ENCERCLER LA RÉPONSE)**

En voiture	1
En autobus	2
En taxi	3
À pied	4
Autre (préciser)	5

____

2. Venez-vous fréquemment faire vos achats à ce centre commercial **(ENCERCLER LA RÉPONSE)**

Plus d'une fois par semaine	1
Chaque semaine	2
Une ou deux fois par mois	3
Moins fréquemment	4

3. Venez-vous directement de . . . **(ENCERCLER LA RÉPONSE)**

Chez vous	1	
Votre travail	2	——> **aller à 3a.**
L'école	3	
Autres achats	4	

(préciser les autres centres d'achat visités)

____

____

____

3a. (Si venu directement du travail:) Quelle est l'intersection principale la plus près de votre lieu de travail? **(INDIQUER LE NOM DES 2 RUES).**

______________/______________

4a. Nous aimerions savoir où demeurent nos clients. Dans quelle municipalité habitez-vous?

____

4b. Quelle est l'intersection principale la plus près de votre domicile? **(INDIQUER LE NOM DES 2 RUES).**

______________/______________

4c. Quel est votre code postal? (Lettre Chiffre Lettre Chiffre Lettre Chiffre)

____ ____ ____ ____ ____ ____

5. Quels magasins ou services avez-vous visités dans ce centre commercial aujourd'hui? **(ACCEPTER JUSQU'À 5 MENTIONS)**

____

____

____

____

____

5a. Pourriez-vous m'indiquer le montant total approximatif que vous avez dépensé aujourd'hui dans ce centre commercial?

Total ______________________ ,00$

et qu'avez-vous dépensé sur:

Alimentation à emporter à la maison (épicerie)

______________________ ,00$

Tous articles non- alimentaire: ____________ ,00$

Restaurant / restauration rapide ____________ ,00$

6. À quels autres lieux d'achats effectuez-vous la plupart de votre magasinage non-alimentaire? **(INDIQUER PAR ORDRE D'IMPORTANCE JUSQU'À 3 MENTIONS)**

Centre Rideau	_____
Mail de la Rue Sparks	_____
Centre commercial:	
St-Laurent	_____
Bayshore	_____
Carlingwood	_____
Billings Bridge	_____
Lincoln Heights	_____
Place d'Orléans	_____
Centre de Gloucester	_____

7. Groupe d'âge:

16 – 24 ans	1
25 – 44 ans	2
45 – 64 ans	3
65 ans et plus	4

8. Sexe:

Masculin	1
Féminin	2

SURVEYS AT ALL OTHER CENTRES (FRENCH)

MROC

ENQUÊTE AUPRÈS DES CONSOMMATEURS 1989

Jour:	mercredi	1
	vendredi	2
	samedi	3
Heure:	10:30 – 12:00	1
	12:00 – 14:00	2
	14:00 – 17:30	3
	18:00 – 20:30	4

Initiales de l'interviewer ________________

Site .... (ENCERCLER)

Centre Rideau	1
Mail de la Rue Sparks	2
Centre commercial:	
St-Laurent	3
Bayshore	4
Carlingwood	5
Billings Bridge	6
Lincoln Heights	7
Place d'Orléans	8
Centre de Gloucester	9

Introduction: Bonjour / Bonsoir. Nous effectuons un sondage auprès des clients de ce centre commercial. Pourriez-vous s'il vous plaît nous accorder une minute ou deux pour répondre à quelques questions?

A. Êtes-vous ici pour magasiner? **(Si la réponse est négative, ne pas poursuivre l'entrevue. Cela ne compte pas pour une enquête complète).** _____ Oui _____ Non

B. Avez-vous fait la plupart de vos achats? **(Si la réponse est négative, ne pas poursuivre l'entrevue. Cela ne compte pas pour une enquête complète).** _____ Oui _____ Non

1. Comment êtes-vous venu(e) ici aujourd'hui?
(ENCERCLER LA RÉPONSE)

En voiture	1
En autobus	2
En taxi	3
À pied	4
Autre (préciser)	5

____

2. Venez-vous fréquemment faire vos achats à ce centre commercial **(ENCERCLER LA RÉPONSE)**

Plus d'une fois par semaine	1
Chaque semaine	2
Une ou deux fois par mois	3
Moins fréquemment	4

3. Venez-vous directement de ...
(ENCERCLER LA RÉPONSE)

Chez vous	1	
Votre travail	2	⟶ aller à 3a.
L'école	3	
Autres achats	4	

(préciser les autres centres d'achat visités)

____

____

____

3a. (Si venu directement du travail:)
Quelle est l'intersection principale la plus près de votre lieu de travail? **(INDIQUER LE NOM DES 2 RUES).**

________________/________________

4a. Nous aimerions savoir où demeurent nos clients. Dans quelle municipalité habitez-vous?

____

4b. Quelle est l'intersection principale la plus près de votre domicile? **(INDIQUER LE NOM DES 2 RUES).**

________________/________________

4c. Quel est votre code postal?
(Lettre Chiffre Lettre Chiffre Lettre Chiffre)

_____ _____ _____ _____ _____ _____

5. Quels magasins ou services avez-vous visités dans ce centre commercial aujourd'hui?
(ACCEPTER JUSQU'À 5 MENTIONS)

____

____

____

____

____

5a. Pourriez-vous m'indiquer le montant total approximatif que vous avez dépensé aujourd'hui dans ce centre commercial?

Total ________________________ ,00$

et qu'avez-vous dépensé sur:

Alimentation à emporter à la maison (épicerie)

________________________ ,00$

Tous articles non- alimentaire: ______________ ,00$

Restaurant / restauration rapide ______________ ,00$

5. À quels autres lieux d'achats effectuez-vous la plupart de votre magasinage non-alimentaire? **(INDIQUER PAR ORDRE D'IMPORTANCE JUSQU'À 3 MENTIONS)**

Centre Rideau	______
Mail de la Rue Sparks	______
Centre commercial:	
St-Laurent	______
Bayshore	______
Carlingwood	______
Billings Bridge	______
Lincoln Heights	______
Place d'Orléans	______
Centre de Gloucester	_

7. Groupe d'âge:

16 – 24 ans	1
25 – 44 ans	2
45 – 64 ans	3
65 ans et plus	4

8. Sexe:

Masculin	1
Féminin	2

MERCI DE VOTRE COOPÉRATION

APPENDIX C

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON SUMMARY OF CONSUMER SURVEY RESULTS

APPENDIX C

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
SUMMARY OF CONSUMER SURVEY RESULTS

A survey of about 800 Ottawa-Carleton residents was undertaken during July, 1989. The purpose of the survey was to determine the current expenditure patterns of local residents in the store categories critical to this analysis. The interviews were administered by telephone by Opinion Search, a professional survey firm located in Ottawa. As with the shopping centre surveys, bilingual interviewers and survey forms were used. The drawing of the sample, questionnaire translation, and training of the interviewers were the responsibility of The Coopers & Lybrand Consulting Group in Ottawa. The design of the questionnaire, setting of sample quotas and the analysis of the responses was conducted by Larry Smith & Associates Ltd. A copy of the questionnaire and summary of the results accompanies this section.

Sample Requirements and Basic Data

Table C-1 summarizes the characteristics of the respondents, and the areas where the surveys were conducted. The respondents were randomly chosen from residents within the Region. To ensure a representative geographical cross-section, 11 survey areas were chosen with specific sample quotas for each. The number of respondents for each area was predetermined by Larry Smith & Associates Ltd. to reflect the population distribution in each area. The map facing Table C-1 indicates the location of each area.

The male to female ratio was also preset to account for the fact that the majority of shopping is done by females. The questions concerning age and household size were used to verify the randomness of the sample. These distributions constitute a normal cross-section of the local population for the purpose of this study.

Traditional Department Stores

Table C-2 provides the distribution of the respondents' traditional department store expenditures by store, location and by chain. As can be seen from this Table, the Sears stores at Carlingwood Shopping Centre and at St. Laurent Shopping Centre capture the largest traditional store market shares in the Region. Other strong stores include The Bay at Bayshore, and Eaton's at Rideau Centre. Conversely, the Eaton's and Sears stores on the Quebec side of the National Capital Region attract less that 1.0% of RMOC residents' expenditures. Sears captures the largest market share of the four chains represented in the Region. We would also stress that Sears has only two full site stores in the Region. Sears' share is followed closely by the three stores operated by the Bay. Eaton's and particularly Robinson's-Ogilvy's lag behind Sears and the Bay in terms of market coverage.

St. Laurent Shopping Centre and Rideau Centre capture the largest shares of traditional department store expenditures of the shopping centres in Ottawa. Third is Bayshore, closely followed by Carlingwood. It should be stressed again that the reliability of the data provided for individual stores is much less than that for chains or centres.

Discount or Junior Department Stores

Table C-3 outlines the distribution of discount department store expenditures by store and by chain. Discount department store shopping is much less comparison-motivated, and for this reason people tend to visit stores in proximity to their homes. The distribution of expenditures is much more even than that for traditional stores. The leading store, the K-Mart at Bell's Corners, receives only a slightly larger market share than its nearest competition. The four stores operated by K-Mart collectively capture about 30.0% of the market. Zellers, with five stores, is second with over 25.0%, followed by Woolco and Towers. The M-Store, which was previously known as Miracle Mart, is the poorest performer.

Table C-4 presents the distribution of expenditures in seven retail categories by competitive cluster. The following paragraphs summarize the responses by category.

General Merchandise

As with discount department stores, general merchandise expenditures are more convenience oriented. For this reason no single location captures a disproportionately high percentage of residents' expenditures. Both downtown (Cluster 17) and Carlingwood-Westboro (Cluster 9) have significant concentrations of general merchandise space and for this reason capture the highest share of expenditures.

Apparel/Accessories

Because fashion stores tend to concentrate in enclosed shopping centres, the areas where regional shopping facilities are located capture the largest shares of apparel/accessories expenditures: St. Laurent (Cluster 4), Bayshore-Brittania (Cluster 11), Downtown (Cluster 17) and Carlingwood-Westboro (Cluster 9). The only other locations which tend to attract significant apparel shopping are Elmvale-Herongate (Cluster 7), which includes both Billings Bridge Plaza and Herongate Mall community shopping Centres, and Hogs-Back Merivale, which contains Merivale Mall together with the Merivale Road Strip. It is also significant to note that downtown Ottawa attracts over 30.0% of the Region's fashion expenditures, which is substantially higher than any other single area. This stresses the continued dominance of downtown as a fashion centre for the Region.

Other Specialty DSTM

As with the apparel/accessories category, the areas with regional shopping centres tend to capture the largest share of Other Specialty DSTM expenditures. However, given the varied nature of this category, non-shopping centre retail concentrations such as The Glebe are also competitive for a significant share of regional customers. Once again the downtown core captures the largest share of expenditures, although to a much lesser extent than in the apparel/accessories category.

Home Furnishings

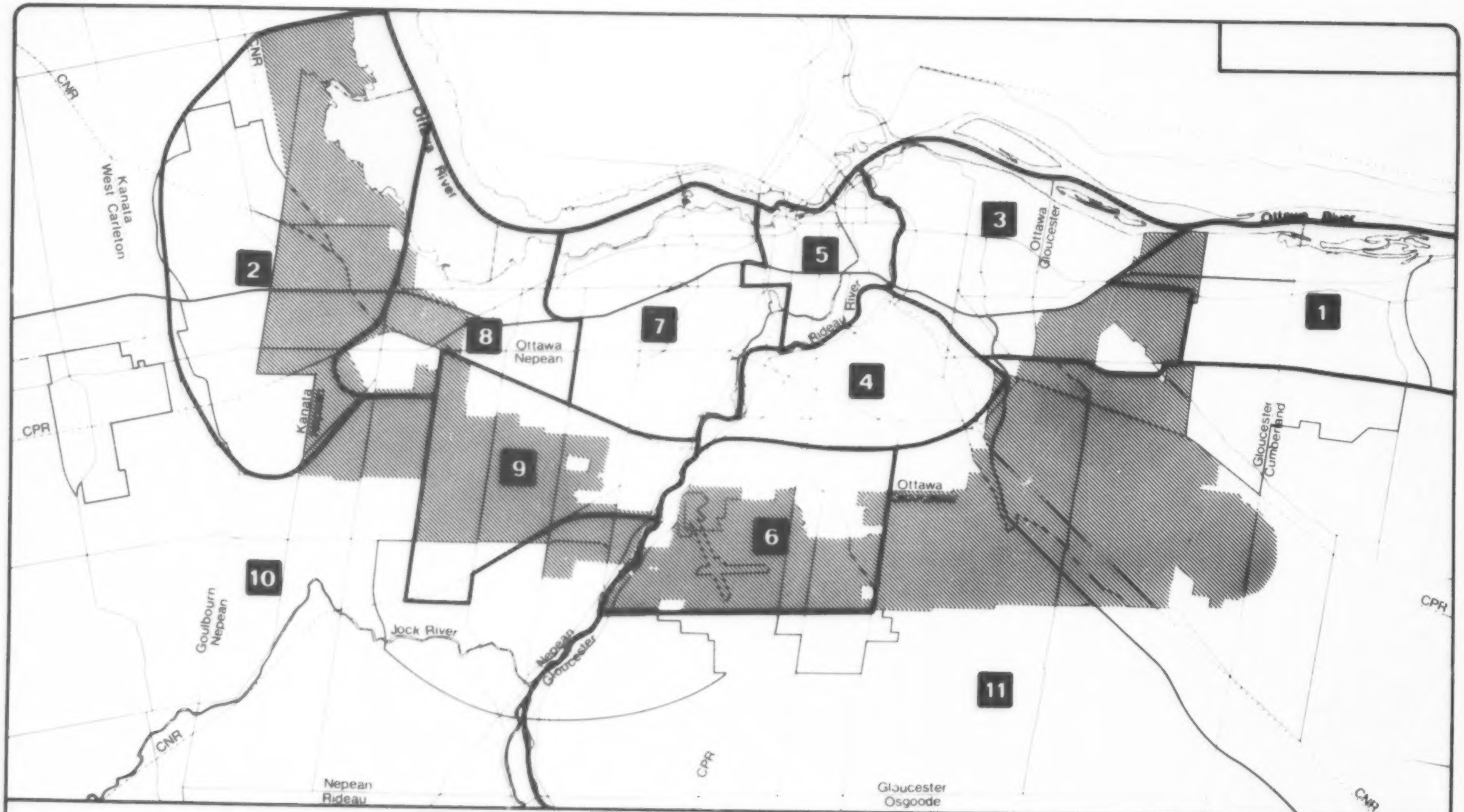
Home Furnishings establishments tend to locate along suburban retail strips, where rents are much less costly than in enclosed shopping centres, and where automobile access is easily facilitated. Merivale-Hog's Back, including the Merivale Road Strip, is the single most important location for home furnishings' expenditures. Other major areas where Ottawa-Carleton residents do a substantial amount of shopping for home furnishings items include Bell's Corners (Cluster 13), The Glebe, and St. Laurent.

Supermarket

Supermarket purchases are of a convenience nature, and are generally made close to home. RMOC residents' expenditures are distributed fairly evenly over the Region. We would note, however, that within the Ottawa area there are three stores which because of their size attract significantly larger volumes than traditional supermarkets. These are the Loblaws Superstores at Gloucester Centre (80,000 square feet) and in Vanier (48,000 square feet), both of which are in Cluster 4, and the Loblaws Superstore at Merivale Road and Baseline (75,000 square feet) in Cluster 10. Partly because of these stores, Clusters 4 and 10 capture the largest store of the Region's expenditures. Also of note is Elmvale-Herongate (Cluster 7), which has the second largest concentration of supermarket space in the Region (262,600 square feet). This cluster captures almost 13.0% of RMOC supermarket expenditures.

Drug Stores

As with the supermarket category, drug store expenditures are fairly evenly distributed geographically. The largest share of expenditures is attracted to Hog's Back-Merivale, which also has the most drug store space of any of the clusters. Of note in this cluster, is a 34,000 square foot Xtra drug warehouse store, on Merivale Road, which maintains a substantially greater variety of drug and non-drug merchandise than a traditional pharmacy.


CNR
Kanata
West Carleton
CPR
2
Ottawa River
8
Ottawa
Nepean
Kanata
7
5
Rideau River
3
Ottawa
Gloucester
Ottawa River
1
4
Gloucester
Cumberland
9
Ottawa
6
10
Goulbourn
Nepean
Jock River
Nepean
Gloucester
11
CPR
CNR
CPR
Nepean
Rideau
Gloucester
Osgoode
CNR

TELEPHONE SURVEY SAMPLE AREAS

5 SAMPLE AREA

THE REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE
D'OTTAWA-CARLETON

Scale 1:125,000 Échelle
2.5 0 2.5km.

TABLE C-1

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
IN-HOME CONSUMER SURVEY
BASIC DATA

Survey Area	Frequency	Percent
1	63	7.8%
2	37	4.6%
3	128	15.8%
4	85	10.5%
5	106	13.1%
6	39	4.8%
7	143	17.7%
8	75	9.3%
9	49	6.1%
10	50	6.2%
11	33	4.1%
TOTAL	808	100.0%
Sex of Respondent		
Female	640	79.2%
Male	166	20.5%
Unrecorded	2	0.3%
TOTAL	808	100.0%
Respondent's Household Size		
1 Person	101	12.5%
2 Persons	222	27.5%
3 Persons	187	23.1%
4 Persons	192	23.8%
5 Persons	70	8.7%
6 Persons	21	2.6%
7 or More	8	1.0%
Refused	7	0.8%
TOTAL	808	100.0%
Age of Respondent		
Under 25	67	8.3%
25 - 34	209	25.9%
35 - 44	226	28.0%
45 - 54	127	15.7%
55 - 64	90	11.1%
65 and Over	80	9.9%
Refused	9	1.1%
TOTAL	808	100.0%

SOURCE: Larry Smith & Associates Ltd.

TABLE C-2

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
IN-HOME CONSUMER SURVEY
MARKET SHARES BY MAJOR DEPARTMENT STORES

Store	Location	Percent of Reported Expenditures
Sears	Carlingwood Shopping Centre	18.6%
Sears	St. Laurent Shopping Centre	17.3%
The Bay	Bayshore Shopping Centre	14.1%
Eaton's	Rideau Centre	13.2%
The Bay	Rideau Centre	9.3%
Eaton's	Bayshore Shopping Centre	8.0%
The Bay	St. Laurent Shopping Centre	7.2%
The Bay	Shoppers City East	3.3%
Robinson's-Ogilvy's	Billings Bridge Plaza	3.0%
Sears	Warehouse Store, Walkley St.	1.9%
Robinson's-Ogilvy's	Rideau Centre	1.8%
Robinson's-Ogilvy's	Lincoln Heights Galleria	1.3%
Total RMOC Stores		99.0%
Hull/Aylmer/Gatineau Stores		0.7%
Other Stores		0.3%
Total Non-RMOC Stores		1.0%
Total All Expenditures		100.0%

Chain	Percent of Reported Expenditures
Sears	38.3%
The Bay	34.0%
Eatons	21.7%
Robinson's-Ogilvy's	6.1%
Total RMOC Stores	99.0%
Non-RMOC Stores	1.0%
Total All Expenditures	100.0%

Location	Percent of Reported Expenditures
St. Laurent Shopping Centre	24.5%
Rideau Centre	24.3%
Bayshore Shopping Centre	22.1%
Carlingwood Shopping Centre	18.6%
Other RMOC Stores	9.5%
Non-RMOC Stores	1.0%
Total All Expenditures	100.0%

SOURCE: Larry Smith & Associates Ltd.

TABLE C-3

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
IN-HOME CONSUMER SURVEY
MARKET SHARES BY JUNIOR DEPARTMENT STORES

Store	Location	Percent of Reported Expenditures
K-Mart	Bells Corners	10.2%
Woolco	Place D'Orleans	8.4%
K-Mart	St. Laurent Blvd.	8.0%
Towers	Hazeldean Mall	7.8%
Towers	Cyrville Road	7.7%
Woolco	Merivale Mall	7.3%
K-Mart	Blossom Park	6.2%
Zellers	Pinecrest Shopping Centre	5.6%
Zellers	Beacon Hill Centre	5.2%
Zellers	Herongate Mall	5.1%
Zellers	Carlingwood Shopping Centre	4.9%
Zellers	Sparks Street	4.4%
K-Mart	Merivale Rd.	4.2%
M Store	Bayshore Shopping Centre	3.8%
Woolco	Lincoln Heights Galleria	3.5%
Towers	Shoppers City West	3.4%
M Store	Meadowlands Mall	3.0%
Total RMOC Stores		98.7%
Hull/Aylmer/Gatineau Stores		0.8%
Other Stores		0.5%
Total Non-RMOC Stores		1.3%
Total All Expenditures		100.0%

Chain	Percent of Reported Expenditures
K-Mart	28.6%
Zellers	25.2%
Woolco	19.2%
Towers	18.9%
M-Store	6.8%
Total RMOC Stores	98.7%
Non-RMOC Stores	1.3%
Total All Expenditures	100.0%

SOURCE: Larry Smith & Associates Ltd.

TABLE C-4

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
IN-HOME CONSUMER SURVEY
MARKET SHARES BY RETAIL CLUSTER

Store Category

Cluster	General Merchandise	Major Department Store	Junior Department Store	Apparel	Other Specialty DSTM	Home Furnishings	Supermarket	Drug Store
1. Orleans	12.6%	0.0%	8.4%	3.3%	4.2%	7.7%	9.3%	8.9%
2. Beacon Hill	0.0%	3.3%	5.2%	0.1%	0.6%	0.1%	2.6%	4.7%
3. Blackburn Hamlet	2.1%	0.0%	0.0%	0.0%	0.9%	1.2%	1.8%	2.3%
4. St. Laurent	11.9%	24.5%	15.7%	15.2%	10.8%	10.9%	14.9%	8.9%
5. Sandy Hill	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.0%	1.0%
6. Glebe	3.2%	0.0%	0.0%	2.8%	12.4%	11.1%	5.7%	4.5%
7. Elmvale-Herongate	12.6%	4.9%	5.1%	6.4%	9.0%	7.0%	12.8%	11.3%
8. Airport-Hunt Club	1.8%	0.0%	6.2%	0.2%	1.0%	0.8%	4.6%	4.0%
9. Carlingwood-Westboro	14.2%	18.6%	4.9%	9.5%	8.2%	9.4%	7.5%	9.8%
10. Hogs Back-Merivale	10.4%	0.0%	17.9%	4.9%	9.3%	18.8%	13.9%	12.4%
11. Bayshore-Brittania	8.9%	23.4%	12.9%	21.0%	12.2%	4.0%	7.0%	7.7%
12. Meadowlands	0.0%	0.0%	0.0%	0.6%	0.4%	1.9%	1.8%	2.8%
13. Bells Corners	0.0%	0.0%	10.2%	0.3%	2.5%	12.6%	4.2%	1.4%
14. Kanata	0.0%	0.0%	7.8%	0.6%	3.4%	2.0%	8.8%	5.6%
15. Barrhaven	0.0%	0.0%	0.0%	0.2%	0.1%	0.1%	0.8%	0.4%
16. Outlying Rural	0.4%	0.0%	0.0%	0.4%	0.9%	0.8%	0.7%	0.3%
17. Downtown	14.2%	24.3%	4.4%	30.8%	19.8%	4.3%	1.3%	10.0%
Total RMOC Stores	92.3%	99.0%	98.7%	96.4%	95.8%	92.8%	97.7%	96.0%
Hull/Aylmer/Gatineau Stores	0.0%	0.7%	0.8%	0.9%	1.5%	2.8%	0.3%	0.8%
Other Stores	7.7%	0.3%	0.5%	2.7%	2.7%	4.4%	2.0%	3.2%
Total Non-RMOC Stores	7.7%	1.0%	1.3%	3.6%	4.2%	7.2%	2.3%	4.0%
Total All Expenditures	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SOURCE: Larry Smith & Associates Ltd.

RMOC 1989 RETAIL STUDY
CONSUMER (IN HOME) SURVEY

No. [_______]

Interview completed in:

Sampling Area: [_____]

Mr. [ ]
Mrs [ ]
Miss [ ] ______________ ______________ Phone # ____________________
First Name Surname

Address: ____________________________ Date: ____________________

Community: ____________________________

Time Started: _________ [ ] am [ ] pm Time Finished: _________ [ ]am [ ]pm

SUPERVISOR: IF YOU HAVE CHECKED EACH PAGE, INITIAL HERE: ________

I hereby certify that this interview was conducted according to the questionnaire and instructions for this study and that the answers recorded area as given to me by this respondent.

I also realize that a proportion of my work will be checked back with the respondent for verification.

____
(Interviewers Signature)

INTERVIEWER RECORD: **Interview completed with:** (CIRCLE ONE)

Female head of household 1

Male head of household.......................2

Good __________. I am ______________ of Coopers & Lybrand. We are conducting a survey of people's shopping habits and I would like to ask you a few questions.

A. Are you the female/male head of the household? Female ☐ Male ☐

IF NEITHER AVAILABLE, TERMINATE INTERVIEW AND RECORD

B. In the LAST THREE MONTHS, have you done any shopping whatsoever?

Yes ☐ ---> GO TO 1a.
No ☐ ---> TERMINATE INTERVIEW AND RECORD

1a) The first question deals with mail order or telephone shopping only. In just the PAST THREE MONTHS, have you, yourself purchased any merchandise by mail or by phone from a catalogue sent to your home.

Yes .... 1 GO TO QU 1b.
No .... 2 SKIP TO QU 2a.

1b) Which ones were they? (WRITE IN NAMES OF MAIL ORDER RETAILER BELOW)

Qu. 1b. Name of Mail Order Retailer	Qu. 1c. Amount Spent
	$ .00
	$ .00
	$ .00

FOR EACH MAIL ORDER RETAILER MENTIONED, ASK QU. 1c.

1c) In the PAST THREE MONTHS, about how much did you purchase from (NAME OF RETAILER) Please give me your answer to the nearest dollar.

2a) In just the PAST THREE MONTHS, have you shopped at a GENERAL MERCHANDISE STORE such as BiWay, Bargain Harolds, Stedmans, Kresges, Woolworths or a variety store?

Yes....1 (GO TO 2b)
No.....2 (SKIP TO 3a)

2b) What is the name of the store or stores and where is it located? Just give me the name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

2c) During the PAST THREE MONTHS, approximately how much did you spend at (NAME OF STORE)?

Qu. 2b Name of Store	Qu. 2b Location		Qu. 2c Amount Spent
		☐	$ .00
		☐	$ .00
		☐	$ .00
		☐	$ .00

3a) Excluding any mail order or catalogue shopping, in just the PAST THREE MONTHS have you shopped at a MAJOR DEPARTMENT STORE such as Eaton's, The Bay, Ogilvy's or Sears?

Yes...1 (GO TO 2b)
No....2 (SKIP TO 3a)

3b) What is the name of the department store or stores and where is it located? Just give me the name of the shopping centre (or two closest intersecting streets as well as the community in which it is located) under "Other Stores" below. (CIRCLE APPROPRIATE CODE(S) BELOW OR SPECIFY).

3c) During the PAST THREE MONTHS, approximately how much did you spend at (NAME OF STORE)?

Qu. 3b Name of Store	Qu. 3b Location		Qu. 3c Amount Spent
SEARS	Carlingwood Shopping Centre	109	$ .00
SEARS	St. Laurent Shopping Centre	104	$ .00
SEARS	Les Galleries de Hull	118	$ .00
SEARS WAREHOUSE OUTLET	Walkley Road	107	$ .00
EATONS	Bayshore Shopping Centre	211	$ .00
EATONS	Rideau Centre, Downtown Ottawa	217	$ .00
EATONS	Les Promenades de L'Outaouais, Gatineau	219	$ .00
THE BAY	Bayshore Shopping Centre	311	$ .00
THE BAY	St. Laurent Shopping Centre	304	$ .00
THE BAY	Downtown Ottawa	317	$ .00
THE BAY HOME STORE	Shoppers City East	302	$ .00
OGILVY'S	Rideau Centre, Downtown Ottawa	417	$ .00
OGILVY'S	Billings Bridge Plaza	407	$ .00
OGILVY'S	Lincoln Heights Galleria	416	$ .00

OTHER STORES (Specify)

Name of Store	Shopping Centre or Intersecting Streets	Community		
/	/		[ ]	$ .00
/	/		[ ]	$ .00
/	/		[ ]	$ .00

4a) In just the PAST THREE MONTHS have you shopped at a JUNIOR OR DISCOUNT DEPARTMENT STORE such as Kmart, Woolco, Towers, Zellers or The M Store ?

Yes...1 (GO TO 4b)
No....2 (SKIP TO 5a)

4b) What is the name of the department store or stores and where is it located? Just give me the name of the shopping centre or (two closest intersecting streets as well as the community in which it is located) under "Other Stores" below. (CIRCLE APPROPRIATE CODE(S) BELOW OR SPECIFY).

4c) During the PAST THREE MONTHS, approximately how much did you spend at (NAME OF STORE)?

Qu. 4b Name of Store	Qu. 4b Location		Qu. 4c Amount Spent
ZELLERS	Carlingwood Shopping Centre	109	$ .00
ZELLERS	Herongate Mall	107	$ .00
ZELLERS	Pinecrest Shopping Centre	111	$ .00
ZELLERS	Beacon Hill Shopping Centre	102	$ .00
ZELLERS	Sparks Street	117	$ .00
ZELLERS	Place Cartier, Hull	118	$ .00
ZELLERS	Galleries Aylmer	120	$ .00
ZELLERS	Les Galleries Gatineau	119	$ .00
TOWERS	Cyrville Rd / St Laurent Blvd	204	$ .00
TOWERS	Shoppers City West	210	$ .00
TOWERS	Hazeldean Mall, Kanata	214	$ .00
K-MART	St. Laurent Blvd.	304	$ .00
K-MART	Bells Corners	313	$ .00
K-MART	Merivale Road	310	$ .00
K-MART	Blossom Park	308	$ .00
K-MART	Les Promenades de L'Outaouais, Gatineau	319	$ .00
WOOLCO	Merivale Mall	410	$ .00
WOOLCO	Place D'Orleans, Orleans	401	$ .00
WOOLCO	Lincoln Heights Galleria	411	$ .00
M STORE	Bayshore Shopping Centre	511	$ .00
M STORE	Merivale Road	510	$ .00
M STORE	Les Galleries De Hull	518	$ .00

OTHER STORES (SPECIFY)

Name of Store	Shopping Centre or Intersecting Streets	Community		
/	/		[ ]	$ .00
/	/		[ ]	$ .00
/	/		[ ]	$ .00

5a) Excluding department stores and general merchandise stores stores, in just the PAST THREE MONTHS have you shopped at any of the following APPAREL AND ACCESSORIES stores?

i) A Unisex or Family Apparel Store? Yes...1 (GO TO 5b)
No....2 (SKIP TO ii)

Qu. 5b Name of Store	Qu. 5b Location	Qu. 5c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

ii) A Men's Wear Store? Yes...1 (GO TO 5b)
No....2 (SKIP TO iii)

Qu. 5b Name of Store	Qu. 5b Location	Qu. 5c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iii) A Ladies Wear Store? Yes...1 (GO TO 5b)
No....2 (SKIP TO iv)

Qu. 5b Name of Store	Qu. 5b Location	Qu. 5c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iv) A Childrens Wear Store or a Fabric or Wool Shop? Yes...1 (GO TO 5b)
No....2 (SKIP TO v)

Qu. 5b Name of Store	Qu. 5b Location	Qu. 5c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

v) A Shoe Store? Yes...1 (GO TO 5b)
No....2 (SKIP TO 6a)

Qu. 5b Name of Store	Qu. 5b Location	Qu. 5c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $

FOR EACH STORE, ASK QU. 5b and 5c.

5b) What is the name of the store or stores and where is it located? Just give me the name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

5c) During the PAST THREE MONTHS, approximately how much did you spend at (NAME OF STORE)?

6a) The next few questions concern your shopping in OTHER SPECIALTY STORES. During just the **PAST THREE MONTHS** have you shopped at any of the following specialty stores?

i) A Card, Stationary, Book Store or Novelty Store.
Yes...1 (GO TO 6b)
No....2 (SKIP TO ii)

Qu. 6b Name of Store	Qu. 6b Location	Qu.6c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

ii) A Camera, Luggage, or Optical Store,
Yes...1 (GO TO 6b)
No....2 (SKIP TO iii)

Qu. 6b Name of Store	Qu. 6b Location	Qu. 6c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iii) A Jewellery Store, A Gift Shop or A Florist.
Yes...1 (GO TO 6b)
No....2 (SKIP TO iv)

Qu. 6b Name of Store	Qu. 6b Location	Qu.6c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iv) A Sporting Goods, Toy or Hobby Store.
Yes...1 (GO TO 6b)
No....2 (SKIP TO v)

Qu. 6b Name of Store	Qu. 6b Location	Qu. 6c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

v) A Pet or Pet Food Store.
Yes...1 (GO TO 6b)
No....2 (SKIP TO 7a)

Qu. 6b Name of Store	Qu. 6b Location	Qu. 6c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

FOR EACH STORE, ASK QU. 6b and 6c.

6b) What is the name of the store or stores and where is it located? Just give me the name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

6c) During the **PAST THREE MONTHS**, approximately how much did you spend at (NAME OF STORE)?

7a) The next few questions concern your shopping in HOME FURNISHINGS AND SIMILAR STORES. During just the PAST SIX MONTHS have you shopped at any of the followi stores?

i) A Furniture Store, Furniture Warehouse, TV, or Appliance Store.
Yes...1 (GO TO 7b)
No....2 (SKIP TO ii)

Qu. 7b Name of Store	Qu. 7b Location	Qu. 7c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

ii) A Stereo, Electronics or Record Store
Yes...1 (GO TO 7b)
No....2 (SKIP TO iii)

Qu. 7b Name of Store	Qu. 7b Location	Qu. 7c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iii) A Lighting, Carpet, or Other Interior Decorating Store.
Yes...1 (GO TO 7b)
No....2 (SKIP TO iv)

Qu. 7b Name of Store	Qu. 7b Location	Qu. 7c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

iv) A Hardware, Paint or Wallpaper Store. (NOTE: EXCLUDE CANADIAN TIRE AND LUMBER YARD RESPONSES)
Yes...1 (GO TO 7b)
No....2 (SKIP TO v)

Qu. 7b Name of Store	Qu. 7b Location	Qu. 7c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

v) A Picture Framing, China, Kitchenware, Bath, Linen or Antique Store.
Yes...1 (GO TO 7b)
No....2 (SKIP TO 8a)

Qu. 7b Name of Store	Qu. 7b Location	Qu. 7c Amount Spent
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

FOR EACH STORE, ASK QU. 7b and 7c.

7b) What is the name of the store or stores and where is it located? Just give me th name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

7c) During the PAST SIX MONTHS, approximately how much did you spend at (NAME OF STORE)?

NOW WE HAVE ONLY A FEW MORE QUESTIONS. THESE DEAL WITH YOUR CONVENIENCE SHOPPING PATTERNS.

8a) In just the PAST MONTH have you shopped at a SUPERMARKET?

Yes...1 (GO TO 8b)
No....2 (SKIP TO 9a)

FOR EACH STORE, ASK QU. 8b and 8c.

8b) What is the name of the store or stores and where is it located? Just give me the name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

8c) During the PAST MONTH, approximately how much did you spend at (NAME OF STORE)?

Qu. 8b Name of Store	**Qu. 8b Location**	**Qu. 8c Amount Spent**
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

9a) In just the PAST MONTH, have you shopped at a drug store or discount drug warehouse.?

Yes....1 (GO TO 9b)
No.....2 (SKIP TO BASIC DATA)

Qu. 9b Name of Store	**Qu. 9b Location**	**Qu. 9c Amount Spent**
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00
		[ ] $ .00

FOR EACH STORE, ASK QU. 9b AND 9c.

9b) What is the name of the store or stores and where is it located? Just give me the name of the shopping centre or two closest intersecting streets as well as the community in which it is located.

9c) During the PAST MONTH, approximately how much did you spend at (NAME OF STORE)?

BASIC DATA
Finally, these last questions will help us classify your answers and compare them with others we get in this survey.

A. How many people are living in your home? (CIRCLE)

1 2 3 4 5 6 7 or more 8 refused

B. In which of the following age groups are you? (READ LIST - CIRCLE)

Under 25 1
25 - 34 2
35 - 44 3
45 - 54 4
55 - 64 5
or 65 and over 6
Refused 7

THANK YOU FOR YOUR TIME AND COOPERATION

APPENDIX D

REAL GROWTH ANALYSIS

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REAL GROWTH ANALYSIS

Growth in retail/service volume is created by three principal factors: increases in population, real growth based on changes in the standard of living and inflation. In the basic assumptions of this study we have noted that fluctuations in the absolute value and purchasing power of the dollar will occur during the period covered by this report. We have assumed that the relationship between per capita income, expenditure levels and per square foot volumes will remain more or less constant during the period analyzed. Inflation has been eliminated since it has no influence on the future market potential or the physical space required for retail facilities. The forecast of increases in retail volume due to changes in population has been analyzed elsewhere in this study for each of the retail or service categories examined. This section of the report addresses the question of real growth in expenditures for the two major categories most significant in this study, department store type merchandise (DSTM) and food store expenditures.

Statistics Canada does not publish annual per capita expenditure figures for either DSTM or food stores in the Ottawa-Hull CMA. Such statistics are, however, published for Ontario. On the assumption that annual increases in the Ottawa-Hull CMA expenditure levels have not varied significantly from the Ontario average, we have used Ontario statistics to estimate real growth in expenditures in the RMOC. On Table D-1 and D-2, we have indicated per capita expenditures on a yearly basis for DSTM and food. These figures indicate the total annual growth which includes both inflation and real growth. An estimate of inflation has been made using the consumer price index, which has also been shown on Tables D-1 and D-2. The annual growth as derived from the Ontario expenditures less the inflation rate, derived for the Ottawa CMA, provides a reasonable estimate of real growth.

Table D-1 outlines the real growth in expenditures for department store type merchandise (DSTM) in the Ottawa CMA. Since 1981, real growth in DSTM

expenditures has fluctuated from an actual decline of 7.0% in 1981 during the recession, to a high of 6.9% in 1985.

Although real growth in DSTM expenditures has averaged 2.1% over the 1981 to 1989 period, for the purpose of this study, future real growth has been estimated at a rate of only 1.5% per year. This rate, which is conservative based on current trends, is based on the historic average and the anticipated future economic conditions in Ontario and Canada.

Table D-2 outlines the real growth in food store expenditures for the Ontario portion of the Ottawa-Hull CMA. Real growth in food store expenditures have varied substantially from year to year over the 1981 to 1989 period. Real growth has ranged from a low of -1.2% in 1986, to a high of 8.2% in 1982. Over the historic period analyzed, per capita food store expenditures have increased in real terms at an average rate of 2.2% per year. For the purpose of this report, real growth has been estimated at a much more conservative rate of 0.5% per year over the forecast period.

TABLE D-1

OTTAWA REAL GROWTH IN DSTM EXPENDITURES

Year	Ontario Per Capita DSTM Expenditure[1]	% Change	Ottawa CPI[2]	% Change	Real Growth
1981	$1,396	-	100.0	-	
1982	$1,443	3.4%	110.4	10.4%	-7.0%
1983	$1,598	10.7%	118.5	7.3%	3.4%
1984	$1,692	5.9%	124.1	4.7%	1.2%
1985	$1,884	11.3%	129.5	4.4%	6.9%
1986	$2,087	10.8%	135.6	4.7%	6.1%
1987	$2,288	9.6%	141.4	4.3%	5.3%
1988	$2,413	5.5%	148.4	5.0%	0.5%
1989	$2,550[3]	5.7%	156.4[4]	5.4%	0.3%
Average Growth Rate 1981 - 1989		62.9%		46.2%	16.7%
Average Annual Growth		7.9%		5.8%	2.1%

SOURCE: Larry Smith & Associates Ltd.

1) Based on Statistics Canada, Retail Trade (Publication 63-005).

2) Statistics Canada, Consumer Price and Price Indices (Publication 62-010). Consumer price index (CPI) is for all items excluding food and energy.

3) Larry Smith & Associates Ltd. estimate, based on January to June, 1989, preliminary Retail Trade data.

4) Larry Smith & Associates Ltd. estimate, based on January to July, 1989, Consumer Price Index (Publication 62-010).

TABLE D-2

OTTAWA REAL GROWTH IN FOOD STORE EXPENDITURES

Year	Ontario Per Capita Food Expenditure[1]	% Change	Ottawa CPI[2]	% Change	Real Growth
1981	$1,042	-	100.0	-	
1982	$1,144	9.8%	101.6	1.6%	8.2%
1983	$1,207	5.5%	105.0	3.4%	2.1%
1984	$1,262	4.6%	111.1	5.8%	-1.2%
1985	$1,315	4.2%	112.0	0.8%	3.4%
1986	$1,384	5.2%	118.1	5.5%	-0.3%
1987	$1,447	4.6%	122.1	3.4%	1.2%
1988	$1,489	2.9%	121.4	-0.6%	3.5%
1989	$1,550[3]	4.1%	125.8[4]	3.6%	0.5%
Compound Growth Rate 1981 - 1989		40.9%		23.5%	17.4%
Average Annual Growth		5.1%		2.9%	2.2%

SOURCE: Larry Smith & Associates Ltd.

1) Statistics Canada, Retail Trade (Publication 63-005).
2) Statistics Canada, Consumer Price and Price Indices (Publication 62-010). Consumer price index (CPI) is for food purchased from stores.
3) Larry Smith & Associates Ltd. estimate, based on January to June, 1989, preliminary Retail Trade data.
4) Larry Smith & Associates Ltd. estimate, based on January to July, 1989, Consumer Price Index (Publication 62-010).

APPENDIX E

THE IMPACT OF TOURISM ON OTTAWA-CARLETON RETAILERS

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THE IMPACT OF TOURISM ON OTTAWA-CARLETON RETAILERS

Retail expenditures by tourists tend to be very specific in nature, and centred around a select group of store categories. Apart from accommodation and travel, expenditures at eating and drinking establishments, apparel, and souvenir/gift stores tend to dominate tourist shopping patterns. Furthermore, they tend to be seasonal and centralised in areas having major attractions. As a rule, tourists are drawn to retail facilities that are unique, either in terms of their architecture and atmosphere, or the type of merchandise sold. They will seldom patronize chain stores that are available in their own communities.

National Capital Region Tourist Market

Based on information provided by the National Capital Commission, the total number of person trips to the Ottawa-Hull area is estimated at 3,915,000 in 1988, an increase of 9.3% over the previous year. Almost 40.0% of visitors were from Ontario, approximately 20.0% were from Quebec, and a similar number from the rest of Canada, while the United States accounted for about 13.0% and all other countries accounted for some 7.0%. As documented in the National Capital Region Visitor survey, undertaken in 1986, visitors to the region tend to have substantially higher incomes than the provincial or local averages. Overall, the 1986 average annual personal income for visitors was $42,000. The average income for business travellers was $48,000, while the comparable number for leisure travellers was $32,000. Because of their relatively higher incomes, tourists will support retailers and merchandise lines that would not necessarily be warranted by the local population alone. Many of the specialty boutiques in the By-Ward Market fall into this category.

Major Tourist Attractions

The following table lists the major tourist attractions in the Ottawa-Hull Area:

Attraction	Location
Byward Market	Downtown Ottawa
Parliament Buildings	Downtown Ottawa
Canadian Museum of Civilization	Downtown Hull
Chateau Laurier	Downtown Ottawa
Lansdowne Park	The Glebe
National Gallery of Canada	By Ward Market
National Archives	Downtown Ottawa
National Museum of Natural Sciences	The Glebe
Prime Minister's Residence	Sussex Drive
Rideau Centre	Downtown Ottawa
Royal Canadian Mint	Sussex Drive
Sparks Street Mall	Downtown Ottawa
Supreme Court of Canada	Downtown Ottawa
University of Ottawa	Downtown Ottawa
Carleton University	South Central Ottawa
National Arts Centre	Downtown Ottawa
Gatineau Park	Hull
Museum of Science and Technology	St. Laurent Blvd.
War Museum	Sussex Drive
Governor General's Residence	Sussex Drive
Aviation Museum	Rockliffe Airbase

SOURCE: Larry Smith & Associates Ltd.

As can be seen from this table, the vast majority of major tourist attractions are located in close proximity to Downtown Ottawa. As a result, downtown retailers are most likely to benefit from tourist expenditures. In addition, the Parliament Buildings located immediately north of Sparks Street is a major stop for sightseeing buses. Tourists are continuously being dropped off within a few metres of Sparks Street and near the By-Ward Market area.

TABLE E-1

REGION OF OTTAWA-CARLETON
MAJOR SHOPPING CENTRES
INFLOW OF NON-FOOD EXPENDITURES FROM OUTSIDE OF THE RMOC[1]

Origin of Shoppers	Bayshore Shopping Centre	Billings Bridge Plaza	Carlingwood Shopping Centre	Gloucester Centre	Lincoln Heights Galleria	Place D'Orleans	Rideau Centre	St. Laurent Shopping Centre	Sparks Street
Hull/Aylmer/Gatineau	3.2%	1.1%	3.0%	0.6%	2.2%	0.9%	8.5%	1.8%	12.1%
Montreal	1.0%	0.4%	0.1%	0.0%	0.0%	0.2%	2.4%	0.9%	3.4%
Other Quebec	2.3%	0.3%	1.5%	0.0%	0.2%	0.5%	1.3%	1.2%	2.3%
Toronto	0.1%	0.0%	0.0%	0.1%	0.0%	0.4%	0.1%	0.9%	5.8%
Other Ontario	7.4%	1.2%	12.8%	13.1%	6.0%	14.8%	7.1%	8.8%	10.7%
Other Canada	0.6%	2.1%	1.0%	0.0%	0.6%	0.1%	5.0%	2.9%	2.6%
Outside Canada	0.0%	0.0%	0.7%	0.2%	0.0%	0.0%	1.7%	0.2%	5.2%
Total Inflow from Outside RMOC	14.6%	5.1%	19.1%	14.0%	9.0%	16.9%	26.1%	16.7%	42.1%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the in-mall customer surveys.

Impact of Tourist Based Retail Expenditures

Based on a survey conducted in 1988 by the National Capital Commission, the average visitor to the Ottawa-Hull Area spends $371 per trip on goods and services not related to their transportation to and from the region. Based on our experience, we would expect that approximately 35.0% of this total would be spent on accommodation, while some 20.0% would be spent on local transportation, admission fees, and other non-retail items. Some 25.0% or approximately $93.00 would be attracted to eating and drinking facilities, while some 20.0% or $74.00 would be spent at DSTM facilities. Based on an estimated 4.0 million visits to the Ottawa-Hull area, these expenditures translate into some $372.0 million in eating and drinking expenditure potential and $296.0 million in DSTM potential. To arrive at an estimate of the space that would be warranted by these potentials, appropriate sales per square foot ratios can be applied. At $250 per square foot, some 1.5 million square feet of eating and drinking space would be warranted in the Ottawa-Hull Area to serve the tourist market. We would note, however, that a large portion of this space would be in the form of hotel dining facilities, which are not included in the inventory of competitive space. At $350 per square foot, recognizing the type of space of greatest significance to tourists, some 846,000 square feet of DSTM space would be warranted in the Ottawa-Hull market. This represents approximately 8.4% of the inventoried space.

On Table E-1, we have indicated the percentage of non-food expenditures at selected shopping centres that are derived from outside the region. Of the nine centres surveyed, the Sparks Street Mall benefits from by far the largest inflow at 42.1%. We would note, however, that 12.1% of this total originates from the Outaouais Region on the other side of the Ottawa River. A large share of these expenditures represent the work related shopping of downtown Ottawa workers who live in Quebec. The remaining 30.0% of Sparks Street sales originate from outside the Ottawa-Hull area and represent the shopping by tourists, people travelling on business and persons from nearby communities visiting for the day.

The centre with the second largest proportion of non-food expenditure inflow is Rideau Centre at 26.1%. Approximately 8.5% of non-RMOC sales are attributable to Hull, Aylmer and Gatineau residents, so that the proportion of volume derived from tourists and other non-local visitors is closer to 17.0%. Although, consumer surveys were not conducted in the Byward-Market area we would expect the portion of tourist expenditures to be higher than at Sparks Street. Thus for the downtown as a whole, it would not be unreasonable to assume that between 20.0% and 30.0% of retail sales originate from outside the Ottawa-Hull area.

For the suburban regional shopping centres, the inflow is considerably smaller. Inflow ranges from 14.6% at Bayshore to 19.1% at Carlingwood. Of these sales a portion is attributable to the Outaouais region. Even lower levels of inflow are found at the community centres.

APPENDIX F

CALCULATION OF SELECTED RETAIL AND SERVICE SPACE AND PER CAPITA COMMERCIAL SPACE RATIOS IN THE RMOC

TABLE F-1

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
CALCULATION OF IMPLIED SPACE AND GROSS-UP FACTORS FOR SELECTED RETAIL AND SERVICE CATEGORIES IN 1989

	Per Capita Expenditures	% Of Income[1]	1989 Population	Total Volume Potential ($ Millions)	Total Volume Potential Adjusted for Inflow[2] ($ Millions)	Per Sq. Ft. Planning Sales Volumes[3]	Implied Space[4]	% of Grand Total Space in the RMOC
Specialty Food	N/A	N/A	N/A	$309.1[5]	$325.4	$250	1,302,000	7.6%
Eating & Drinking	$740	2.7%	638,300	$472.3	$556.4	$230	2,419,000	14.1%
Personal Services	$225	0.8%	638,300	$143.6	$151.2	$175	864,000	5.0%
Home Improvement Centre	$175	0.6%	638,300	$111.7	$117.6	$200	588,000	3.4%
S.A.E.[6]	$355	1.3%	638,300	$226.6	$238.5	$200	1,193,000	6.9%
Liquor/Beer/Wine	$355	1.3%	638,300	$226.6	$238.5	$750	318,000	1.8%
				1989 Population	Branches Warranted	Average Branch Size		
Financial Institutions				638,300	213[7]	3,500	746,000	4.4%
Total Implied Space							7,430,000	43.2%
Total Inventoried Space[8]							9,781,000	56.8%
Total Occupied Space							17,211,000	100.0%

SOURCE: Larry Smith & Associates Ltd.

1) Based on RMOC Income of $27,780 in 1989.
2) Inflow for eating and drinking is estimated at 15.0%. For all other categories inflow is estimated at 5.0%.
3) Based on Larry Smith & Associates Ltd. estimates.
4) Rounded to the nearest 1,000 sq. ft. gross leasable area.
5) Calculated from total food potential less supermarket potential.
6) Selected automotive type expenditures.
7) Based on a planning ratio of 3,000 persons per branch.
8) Refer to Table A-1, excludes vacant space.

N/A - Not Applicable.

APPENDIX F

CALCULATION OF SELECTED RETAIL AND SERVICE SPACE AND PER CAPITA COMMERCIAL SPACE RATIOS IN THE RMOC

Determination of RMOC Selected Retail and Service Space

Based on the terms of reference for this analysis the most significant retail categories, such as DSTM and supermarkets, have been inventoried and analyzed in detail. These categories, however, represent only a portion of the total commercial retail/service structure. In this appendix we have estimated the space in the additional retail and service categories in order to establish the total space needs in the RMOC as shown in the body of the report. Table F-1 indicates the current occupied space in the Region for these store types. This space is used to calculate the percentage of the total included in each of these categories. These percentage factors are used in the study to generate the future space warranted in these retail/service categories.

The current space in the specialty food group has been calculated by using the total food store and supermarket potential for residents of the Region. These two figures have been calculated previously in this study and specialty food potential is derived as the difference between them. This specialty food store potential of $309.1 million has been adjusted to account for the volume derived from non-RMOC residents. This is referred to as "inflow". The total adjusted specialty food store potential has then been divided by an estimated sales per square foot planning volume. This estimate has been prepared by Larry Smith & Associates Ltd. based on a review of similar facilities and published statistics. The result is a current specialty food store space of approximately 1,302,000 square feet of gross leasable area (GLA).

In the other categories, eating and drinking (restaurant, fast food, etc.), personal services, home improvement centres, selected automotive expenditures and liquor/beer/wine, we have used estimated expenditure data to project the existing space totals. The per capita expenditure levels in

TABLE F-2

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON PER CAPITA RETAIL/SERVICE SPACE BY STORE TYPE[1]

Store Type	Total Space Sq. Ft.(GLA)	1989 Per Capita Sq. Ft.(GLA)	1984 Per Capita Sq. Ft.(GLA)
Convenience Goods			
Supermarket	1,605,000	2.51	2.66
Specialty Food[2]	1,302,000	2.04	2.13
Total Food	2,907,000	4.55	4.79
Drugs/Cosmetics	482,000	0.76	0.73
Liquor/Beer/Wine	318,000	0.50	0.50
TOTAL CONVENIENCE GOODS	**3,707,000**	**5.81**	**6.02**
Comparison Goods			
Traditional Department Store	1,668,000	2.61	N/A
Discount Department Store	1,368,000	2.14	N/A
Total Department Store	3,036,000	4.75	5.20
General Merchandise	265,000	0.42	0.58
Apparel and Accessories	1,476,000	2.31	2.15
Home Furnishings	1,643,000	2.57	2.64
Other Specialty DSTM	1,274,000	2.00	2.23
Selected Automotive Expenditures[2]	1,193,000	1.87	1.29
Home Improvement Centres[2]	588,000	0.92	0.75
TOTAL COMPARISON GOODS	**9,475,000**	**14.84**	**14.84**
Services			
Eating/Drinking[2]	2,419,000	3.79	3.29
Personal Services[2]	864,000	1.35	1.08
Financial Services[2]	746,000	1.17	1.17
TOTAL SERVICES	**4,029,000**	**6.31**	**5.54**
Vacant	**779,000**	**1.22**	**0.84**
GRAND TOTAL	**17,990,000**	**28.18**	**27.24**

SOURCE: Larry Smith & Associates Ltd.

1) All space figures represent gross leasable area (GLA) and are rounded to the nearest 1,000 square feet, based on Larry Smith & Associates Ltd. inventory.

2) Larry Smith & Associates Ltd. estimates based on total market potential divided by the estimated dollar volumes considered appropriate for the Ottawa-Carleton Region.

these store types for residents of the RMOC have been calculated based on known provincial statistics and the relationship between provincial and RMOC income levels. Per capita expenditures multiplied by the current population provides an estimate of the total volume potential in each category. This has been adjusted to allow for an estimated 5.0% inflow from tourists and other non-RMOC residents in all categories except eating & drinking whereby an inflow of 15.0% was estimated.

The total volume, after the adjustments for inflow, has then been divided by estimated sales volumes on a per square foot basis to determine space for those categories. As a result, we have determined eating and drinking space of some 2,419,000 square feet, home improvement centres occupying 588,000 square feet, 1,193,000 square feet of selected automotive stores, 318,000 square feet of liquor/beer/wine facilities, and personal services space of 864,00 square feet. We would note that personal services include items 94 through 99 in Appendix Table L-1. These estimates are approximations since those facilities were not inventoried.

Financial services facilities have been calculated based on typical planning ratios. Based on a planning ratio of 3,000 persons per branch and an average branch size of some 3,500 square feet, and a current population of 638,300 persons, we have derived an implied occupied space of some 746,000 square feet of financial services space in the Region.

The space calculated for the six categories analyzed in Table F-1 has been added to the total space inventoried, to arrive at the total occupied commercial space in the Regional Municipality of Ottawa-Carleton. Also shown in Table F-1 is the percentage of space occupied by each category. These percentages have been used to determine the future space warranted in these selected retail/service categories in the body of the report.

Per Capita Retail/Service Space Ratios

Table F-2 indicates per capita space ratios by store type based both on inventory and on the implied space calculations from Table F-1. The ratios shown can be used as a guide to warranted future space on a regional basis.

For example, if there are 2.51 square feet GLA of supermarket space per capita, and a particular area is expected to increase its population by some 10,000 persons over a specific time frame, this neighbourhood could support, at least theoretically, some 25,100 square feet GLA of additional supermarket space, assuming all other factors to be constant. However, a review may be necessary of other site specific issues in order to determine actual needs.

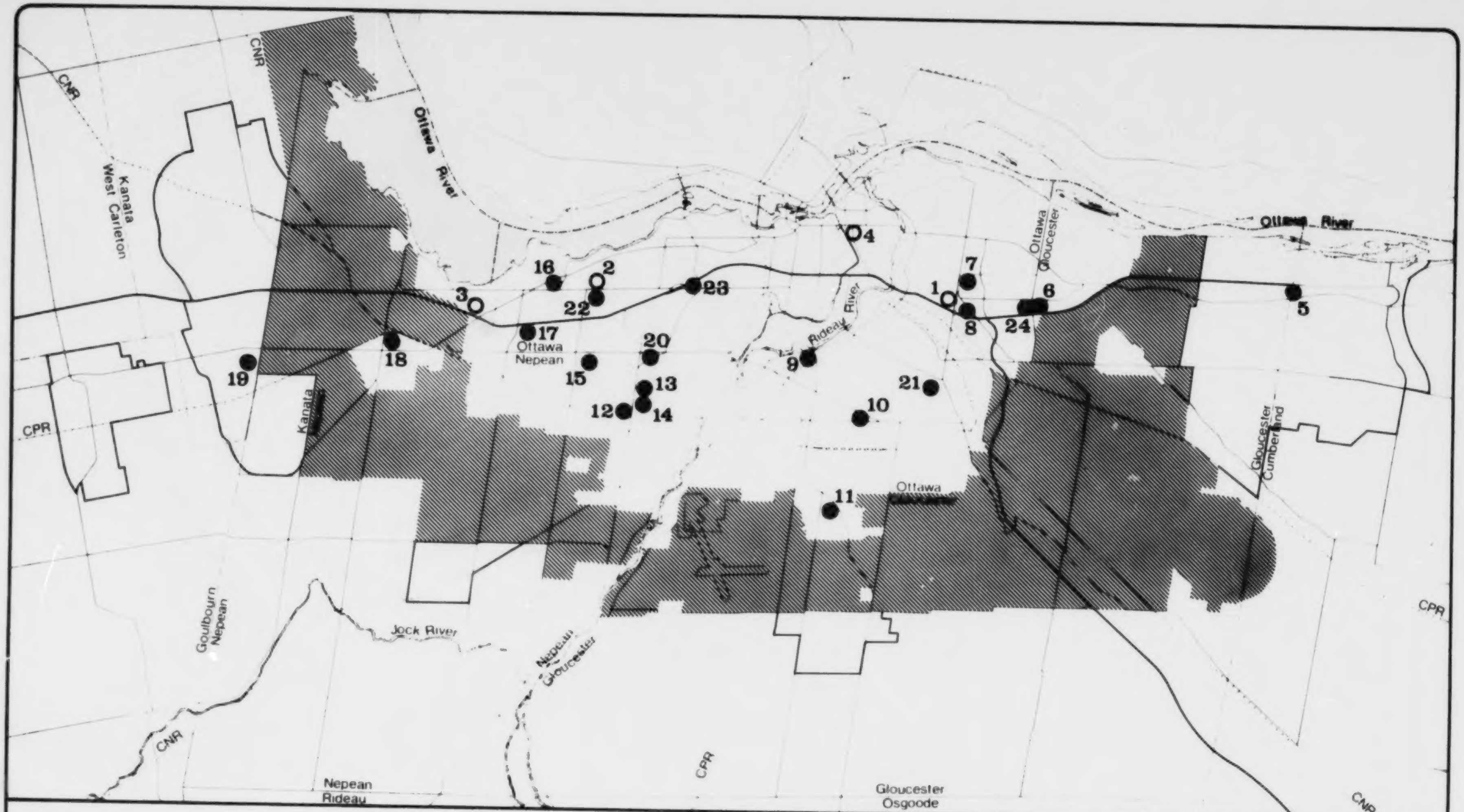
While the per capita ratio technique for indicating future warranted space has the advantage of being straight-forward and relatively simple, it has several disadvantages. For example, it may be uneconomic, to operate a supermarket of 25,100 square feet GLA. Many supermarket chains are currently building stores of some 40,000 square feet GLA and greater. In addition, most supermarket chains like to space their outlets some distance from their competitors; they also show a market preference for major arterial oriented locations, which provide good access and visibility. Similar comments can be made for other store categories. Furthermore, the per capita distribution technique does not recognize other planning factors. Since all neighbourhoods or communities are not equally well endowed with suitable commercial sites, it may be necessary, indeed desirable, to serve a portion of the demand for retail/service space in one neighbourhood from a commercial site in another neighbourhood. Finally, such ratios do not recognize income/expenditure differences or current local service levels.

The ratio method, although somewhat deficient as a planning tool does, however, provide a quick and preliminary guide to a community's future retail and service needs and therefore, can be used as one of the initial analytical tools in the planning of future commercial space.

For comparison purposes, we have also shown the results of our 1984 study. The statistics are similar but do indicate a slight shift in the various categories between 1984 and 1989.

APPENDIX G

OTTAWA-HULL CMA
MAJOR SHOPPING CENTRES AND FREESTANDING DEPARTMENT STORES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REGIONAL & COMMUNITY SHOPPING CENTRES

DECEMBER, 1989

REGIONAL SHOPPING CENTRE ○
COMMUNITY SHOPPING CENTRE ●

THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
Planning Urbanisme
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

Scale Échelle
2.5 0 2.5km.

APPENDIX G

OTTAWA-HULL CMA
MAJOR SHOPPING CENTRES AND FREESTANDING DEPARTMENT STORES

On Table G-1, we have indicated all of the regional and community shopping centres in the Ottawa-Hull area. In addition, we have identified all freestanding department stores, as well as other major shopping centres without department store anchors. The locations of these facilities are shown on the facing map. As indicated on Table G-1, there are six regional shopping centres in the Ottawa-Hull area, four of which are in the Region of Ottawa-Carleton. The RMOC contains approximately 77.0% of the regional shopping centre space in the CMA. There are nineteen community shopping centres in Ottawa-Hull, sixteen of which are in the RMOC.

We would also make note of four other major shopping centres, which due to their relatively small size and lack of department store anchors, do not fit the traditional definition of a community shopping centre. They do, however, fulfill a similar role. These include Elmvale Shopping Centre, Fairlawn Plaza and Westgate Shopping Centre in Ottawa, and Loblaws Superstore on Merivale Road in Nepean. In addition to these major shopping centres, there are three additional department store locations. These include Beacon Hill Centre, a small shopping centre in Gloucester and the Sparks Street Mall. Zellers is a tenant at both of these sites. In addition, Sears operates a retail outlet at their warehouse on Walkley Road in southeast Ottawa.

TABLE G-1

OTTAWA-HULL CMA
MAJOR SHOPPING CENTRES AND FREESTANDING DEPARTMENT STORES

Map Key	Shopping Centre	Total Size (Sq. Ft.GLA)	Department Stores Name	Department Stores Size (Sq. Ft. GLA)
Regional Centres				
A.	Bayshore	757,800	Eaton's The Bay Miracle Mart	172,000 181,000 78,000
B.	Carlingwood	510,400	Simpsons-Sears Zellers	170,000 48,000
C.	Rideau Centre	1,216,000	The Bay Robinson's-Ogilvy's Eaton's	320,000 127,000 247,000
D.	St. Laurent	628,100	Sears The Bay	122,000 126,000
E.	Les Promenades de l'Outaouais	583,800	Eaton's K-Mart	105,000 75,000
F.	Les Galleries de Hull	333,900	Sears M Store	128,000 68,000
Community Centres				
G.	Hazeldean Mall	182,400	Towers	66,000
H.	K-Mart - Bell's Corners	121,200	K-Mart	100,000
I.	Pinecrest S.C.	199,300	Zellers	67,000
J.	Lincoln Heights Galleria	296,100	Woolco Robinson's-Ogilvy's	150,000 56,000
K.	Shoppers City West	171,800	Towers	51,000
L.	Merivale Mall	240,800	Woolco	130,000
M.	K-Mart - Meadowlands	153,000	K-Mart	75,000
N.	Meadowlands Mall	211,600	Miracle Mart	91,000
O.	Billings Bridge Plaza	319,500	Robinson's-Ogilvy's	60,000
P.	K-Mart - Blossom Park	134,000	K-Mart	88,000
Q.	Heron Gate Mall	189,800	Zellers	65,000
R.	K-Mart - St. Laurent	135,100	K-Mart	94,000
S.	Towers - Cyrville Rd.	115,000	Towers	108,000

TABLE G-1 (continued)

OTTAWA-HULL CMA
MAJOR SHOPPING CENTRES AND FREESTANDING DEPARTMENT STORES

Map Key	Shopping Centre	Total Size (Sq. Ft.GLA)	Department Stores	
			Name	Size (Sq. Ft. GLA)
Community Centres - Continued				
T.	Shoppers' City East	178,200	The Bay	63,000
U.	Gloucester Centre	315,900	None	N/A
V.	Place D'Orleans(1	251,200	Woolco	107,000
W.	Les Galeries de Gatineau	153,500	Zellers	70,000
X.	Galeries d'Aylmer	138,600	Zellers	65,000
Y.	Place Cartier	255,000	Zellers	51,000
Freestanding and Other Department Stores				
Z.	Beacon Hill Centre	86,100	Zellers	41,000
AA.	Sparks Street Mall	N/A	Zellers	42,000
BB.	Sears Warehouse	N/A	Sears	26,000
Other Major Shopping Centres				
CC.	Elmvale	139,000	None	N/A
DD.	Fairlawn Plaza	131,000	None	N/A
EE.	Westgate	167,000	None	N/A
FF.	Loblaws Superstore Merivale Road	133,000	None	N/A

SOURCE: Larry Smith & Associates Ltd.

1) Expansion of Place D'Orleans is under construction adding Robinson's-Ogilvy's and Eaton's department stores and 200,000 square feet of ancillary space. When completed, Place D'Orleans will be upgraded to a regional shopping centre.

APPENDIX H

THE RETAIL FUNCTION OF THE CENTRAL AREA

APPENDIX H

THE RETAIL FUNCTION OF THE CENTRAL AREA

As is outlined in the Region's Official Plan, "The Central Area.... is and should remain the major focal point in Ottawa-Carleton for shopping, government and business offices, entertainment and cultural pursuits." The purpose of this section is to review the retail function of the Central Area and to provide policy guidelines to protect its primacy.

The Central Area - Description

The Central Area is comprised of four distinct components:

1. Sparks Street
2. Byward Market
3. Rideau Centre
4. Remaining CBD.

Sparks Street is a pedestrian mall comprised of specialty retail facilities and a wide selection of eating and drinking establishments catering largely to the downtown office workforce and tourists visiting nearby attractions. The Byward Market in the eastern part of the Central Area is made up of a farmers' market, surrounded by fashionable restaurants, cafes and night spots, as well as specialty shops. It is a major tourist attraction in the Ottawa area, but also attracts local residents from throughout the region and beyond. The Byward Market is however somewhat removed from the major office district, and as a result, does not draw as much lunch-hour shopping as Sparks Street.

Rideau Centre is the largest enclosed shopping centre in the region, and can be considered as retail anchor for the downtown as a whole. It is also important in that it serves to bridge the physical distance between the Byward Market in the east with Sparks Street and the remainder of downtown in the west. Rideau Centre contains all of the traditional department store space in the Central Area. The remaining Central Area comprises primarily ground floor retail space associated with the downtown office buildings, the Bank Street Strip north of Laurier and other free-standing stores and

service establishments. This space is supported to a large degree by the downtown labour force, nearby residents as well as other persons who have cause to visit downtown.

The downtown core continues to act as the single dominant commercial node in Ottawa-Carleton. It includes the largest concentration of department store, apparel and other specialty DSTM space in the region. Overall it contains approximately 22.0% of DSTM space in the region. Several national chains have chosen the downtown core for their only or largest stores in the Ottawa area. As determined by the consumer survey, over 30.0% of all apparel expenditures by Ottawa-Carleton residents are made in downtown stores. The downtown accounts for almost 25.0% of traditional department store purchases and 20.0% of Other Specialty DSTM shopping by RMOC residents. With the exception of traditional department stores, the downtown area attracts the largest share of specialty DSTM store expenditures. In the traditional department store category, St. Laurent Shopping Centre attracts a slightly higher share than Rideau Centre. This difference will grow with the current expansion of St. Laurent.

As indicated by the customer surveys, both Sparks Street and Rideau Centre have trade areas which encompass the entire Ottawa-Carleton urbanized area as well as the City of Hull in Quebec. Based on "The National Capital Region Visitors Survey" commissioned by the National Capital Commission in 1986, the Byward Market is a major tourist attraction, second only to the Parliament Buildings and related landmarks. Over 65.0% of tourists and 70.0% of business travellers report having visited the Byward Market.

Clearly the Central Area continues to act as the dominant economic centre for the region. The downtown retail sector will both benefit from the economic primacy of the core, and to some extent support it. A strong and diversified retail sector will act as an amenity to downtown development, as well as a tourist attraction.

TABLE H-1

CENTRAL AREA
INVENTORY OF SELECTED COMPETITIVE SPACE, 1984 AND 1989[1]
(Thousands of Square Feet GLA)

	Rideau Centre		Sparks Street		Byward Market/ Other Central Area		Total Central Area	
Total Space	1984	1989	1984	1989	1984	1989	1984	1989
Department Store	755.0	694.0	0.0	42.0	0.0	0.0	755.0	736.0
General Merchandise	0.0	0.0	52.0	2.0	82.2	74.5	134.2	76.5
Apparel/Accessories	171.9	221.4	161.5	128.1	201.6	155.7	535.0	505.2
Home Furnishings	20.8	33.2	19.1	10.4	172.8	65.2	212.7	108.8
Drugs	15.4	15.4	26.7	20.0	26.0	18.3	68.1	53.7
Other Specialty DSTM	80.0	60.2	128.4	81.4	236.5	160.2	444.9	301.8
Supermarket	0.0	0.0	0.0	0.0	50.0	20.9	50.0	20.9
Total DSTM and Supermarket	1,043.1	1,024.2	387.7	283.9	719.1	494.8	2,149.9	1,802.9
Space as a Percent of RMOC Total for Each Category								
Department Store	25.3%	22.9%	0.0%	1.4%	0.0%	0.0%	25.3%	24.2%
General Merchandise	0.0%	0.0%	15.7%	0.8%	24.8%	28.1%	40.6%	28.9%
Apparel/Accessories	13.9%	11.7%	13.1%	6.8%	16.3%	8.2%	43.4%	26.7%
Home Furnishings	1.4%	2.0%	1.3%	0.6%	11.4%	4.0%	14.0%	6.6%
Drugs	3.7%	3.2%	6.4%	4.2%	6.2%	3.8%	16.3%	11.2%
Other Specialty DSTM	6.3%	4.7%	10.0%	6.4%	18.5%	12.6%	34.8%	23.7%
Supermarket	0.0%	0.0%	0.0%	0.0%	3.3%	1.3%	3.3%	1.3%
Total DSTM and Supermarket	11.2%	10.0%	4.2%	2.8%	7.7%	4.9%	23.1%	17.7%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the competitive space inventories undertaken as part of the RMOC Retail Studies conducted in 1984 and 1989 by Larry Smith & Associates Ltd.

The downtown core, however, is also facing increased competition from suburban retailers. Since 1985, all three suburban regional shopping centres have undergone major expansion and renovation projects. Bayshore and St. Laurent Centres have both added high profile fashion components. High parking charges and difficult automobile access have also made downtown less attractive for many shoppers than the suburban centres. We would note that only about one-third of Rideau Centre and Sparks Street customers arrive by car. In comparison to the 1984 survey results, the proportion of shoppers driving downtown has decreased. At that time approximately 40.0% of the persons visiting these two centres arrived by car. The vast majority either walk or use public transportation. Constrained week-day, operating hours also provide many of the suburban shopping centres with a competitive advantage over downtown. Bayshore Shopping Centre, Place D'Orleans, Gloucester Centre, the Merivale Road Strip in Nepean, and the St. Joseph Strip in Orleans, all remain open three or four more evenings a week than downtown retailers. If concern about the future viability, function and market dominance of the downtown becomes a real factor, than a review of the store opening hours policy throughout the region may be appropriate.

Competitive Space Inventory 1984 and 1989

On Table H-1, we have indicated the inventory of competitive space in 1984 and 1989 for all DSTM categories and supermarkets. The Central Area has been divided into the Rideau Centre, Sparks Street, and the Byward Market/Other locations. As can be seen from this table, the downtown core has experienced a net decline in DSTM and supermarket space since 1984 from 2,149,900 square feet to 1,802,900 square feet, a loss of some 347,000 square feet. We would stress that this does not necessarily represent a net loss of commercial space, but could also involve the conversion of DSTM tenants to eating and drinking establishments, services, and other non-DSTM retail facilities which are not analyzed in detail in this study. We would note that vacant space downtown has also decreased from approximately 210,000 square feet to 180,000 square feet, so that the net reduction in space discussed above does not appear to be vacant, but is in fact being converted to other uses.

The Byward Market/Other Downtown has experienced the largest decline in the Central Area space of over 200,000 square feet. Loss of retail area may be related to the development of new office space, which has consumed large tracts of downtown land. As the retail facilities included in office buildings are largely of a service nature (e.g. restaurants, dry cleaners, travel agents, etc.), this could explain, in part, the loss of DSTM space. We would also note that considerable renovation and commercial construction was occurring in the Byward Market at the time of the most recent inventory. It is likely that when this space comes on stream, the net decline of DSTM space will be reduced.

Central Core Vacancy Analysis

The following table compares the amount of vacant space with the total space at each of the downtown locations.

CENTRAL AREA
RETAIL VACANCY ANALYSIS
(Square Feet GLA)

	Vacant Space	Inventoried Space[1]	Vacancy Rate
Rideau Centre	29,500	1,053,700	2.8%
Sparks Street	42,700	326,600	13.1%
Byward Market/Other	108,200	603,000	17.9%
Total Central Area	180,400	1,983,300	9.1%

SOURCE: Larry Smith & Associates Ltd.
1) Includes DSTM, supermarket and vacant space only.

The vacancy rates shown on this table are useful for comparison purposes between the three areas only. We would stress that because only the DSTM and supermarket portion of total space was inventoried whereas all of the vacant space is included, the actual vacancy rates would be much lower. The rates shown on the above table are calculated by dividing the vacant space

TABLE H-2

CENTRAL AREA
MARKET SHARES FOR SELECTED RETAIL CATEGORIES
1984 AND 1989

Store Category	Rideau Centre		Sparks Street		Byward Market/ Other Central Area		Total Central Area	
	1984	1989	1984	1989	1984	1989	1984	1989
Department Store	20.1%	18.5%	0.0%	1.0%(2	0.0%	0.0%	20.1%	19.5%
Apparel/Accessories	18.3%	16.0%	9.2%	8.3%	10.5%	6.5%	38.0%	30.8%
Home Furnishings	1.6%	2.2%	0.5%	0.3%	6.3%	1.8%	8.4%	4.3%
Drugs	4.8%	4.1%	1.6%	2.2%	5.1%	3.7%	11.5%	10.0%
Other Specialty DSTM	6.9%	7.9%	4.8%	3.8%	7.2%	8.1%	18.9%	19.8%
Supermarket	0.0%	0.0%	0.0%	0.0%	1.8%	1.3%	1.8%	1.3%

SOURCE: Larry Smith & Associates Ltd.

1) Based on the consumer surveys undertaken as part of the RMOC Retail Studies conducted in 1984 and 1989 by Larry Smith & Associates Ltd.

2) Reflects reclassification of Zellers store to department store category.

by the sum of the inventoried space only. As a result, the real vacancy rates calculated on the basis of all retail and service space (i.e. including retail services not inventoried) would be lower than those shown on the above table. This is particularly true for the Central Area, given the amount of restaurants, fast food outlets, services and other activities not inventoried.

We would also note that the total amount of retail/service space in the RMOC is estimated at 17,990,000 square feet (see Appendix F). As a result, the actual vacancy rate for the region would be about 4.3%. On this basis, we would estimate that the actual vacancy rate for the Central Area would be near the balanced commercial market level of about 5.0%. Sparks Street and the Byward Market/Other Areas, however, are experiencing higher levels of vacancy. Rideau Centre which contains over half of the inventoried downtown space lowers the overall vacancy rate considerably. We would recommend that the amount of vacant space in Sparks Street and the Byward Market be monitored carefully in the future. Significantly higher vacancy rates could lead to longer term problems, and the perception of downtown as a less desirable retail area.

Market Share for Downtown Retailers, 1984 and 1989

On Table H-2 we have indicated the market shares for selected retail categories for the major downtown clusters in 1984 and 1989. These shares are based on the consumer surveys undertaken in these years. For all but the "Other Specialty DSTM" category, market shares have decreased for the downtown core. This is expected as the vast majority of new commercial construction is occurring in new suburban locations. The largest decline is in the apparel/accessories category and is undoubtedly connected to the Bayshore and St. Laurent expansions. For the most part, however, market share decline is minimal, with existing shares for downtown fashion and other specialty retailers still higher than any other single area of the region.

Central Core Office Market

Since 1984, when the previous Ottawa-Carleton retail study was undertaken by Larry Smith & Associates Ltd., the downtown core has experienced a surge of new office development. Major office buildings constructed during this period include the following:

o	St. Andrews Tower, Kent and Wellington	145,000 square feet
o	Heritage Place, Queen and O'Connor	188,000 square feet
o	50 O'Connor Street	568,000 square feet
o	55 Metcalfe Street	317,000 square feet
o	Albert-Bank Building	182,000 square feet
o	Constitution Square, Albert and Lyon	310,000 square feet
o	99 Metcalfe Street	157,000 square feet
o	Minto Place, Slater and Lyon	512,000 square feet
o	200 Laurier Avenue	60,000 square feet
o	150 Metcalfe	104,000 square feet
o	Bradson Business Centre, Lyon and Laurier	54,000 square feet
o	Times Square, Dalhousie and Clarence	114,000 square feet
o	Mercury Court, Rideau and Dalhousie	33,000 square feet
o	Albion Place, Besserer and Nicholas	130,000 square feet
	TOTAL MAJOR BUILDINGS CONSTRUCTED BETWEEN 1984 - 1989	2,874,000 square feet

These projects represent an increase of some 2.9 million square feet, representing a growth in the downtown office inventory of 23.0% since 1984. The total amount of office space in the central core is presently estimated by the Ottawa Economic Development Department at 15.5 million square feet. Between 1984 and 1989 some 575,000 square feet has been added annually. Based on an estimated average of 225 square feet per worker, this represents an increase of approximately 2,600 downtown employees per year or some 13,000 during the five year interval. They represent an important new source of retail potential for downtown stores.

In addition, a number of major office developments are proposed for the core, which should add to the existing downtown employment base. The most prominent of these is the World Exchange Plaza, under construction on the block bounded by Queen, Albert, O'Connor and Metcalfe Streets. This project, which will include a major retail component, a hotel and approximately 330,000 square feet of office space, is expected to open in late 1990. Other major proposals include the following:

- a 320,000 square foot office building on the former Woolworth's site on Sparks Street;
- a second phase of Constitution Square at Albert and Lyon Street (400,000 square feet);
- an additional office tower at Place de Ville at Queen and Kent Streets (540,000 square feet); and
- The major renovation of the historic Daly Building at Sussex Drive and Rideau Street.

While the timing of these latter projects is uncertain, they represent an additional 1.3 million square feet of potential office space in the core. Although at one time the downtown office market was considered flat, vacancy rates have declined significantly in recent years. Royal LePage has projected core vacancies at below 9.0% in 1989, and 6.0% by 1991. Thus, we would expect demand for new office space to be fairly strong in the near future.

Conclusions

Although the Ottawa core area is still the predominant retail area in the region, and the principal focus for tourist expenditures, it is undergoing some important changes. It is becoming increasingly oriented to services such as restaurants, bars, fast food establishments, banks, and personal services. These cater to the growing downtown workforce, as well as the tourist and visitor market who travel downtown for other purposes apart from shopping. Bayshore and St. Laurent have developed into significant fashion centres which are competing with the downtown core for the region's apparel expenditures.

So long as office development continues in the core, the downtown work force which represents an important market for central area retailers, will also expand. As has occurred in recent years, the demand for additional eating and drinking facilities and other services will likely outpace the demand for additional comparison retail merchandise. We would note, however, that the market for all commercial space in the core will likely increase in keeping with new office development.

Recommendations

The following points summarize our broad recommendations for retail planning in the central core.

- Given that the central area has experienced a decline in DSTM space, it would not be appropriate to put any limits on the amount of retail space added to the core area. In fact, developers of new office space could be encouraged to allocate a portion of their buildings for retail uses. Such a strategy should, however, be selective in order to avoid the construction of poorly located and difficult-to-lease retail units. Future office sites with potentially strong linkages to established commercial areas, e.g. Sparks Street, Bank Street and the Byward Market, would be prime candidates for new retail space.

- Attention should be focused on maintaining the attractiveness of the downtown core for home-related shopping trips. The downtown core will continue to attract office worker and tourist expenditures based on its strategic location. Shopping by Ottawa-Carleton residents will be critical to the success of the core in order to provide market support during evenings, week-ends and off-tourist seasons. Good parking facilities and public transit access will be essential in this regard.

- For the core area, excluding Rideau Centre, the apparel/accessories category has experienced the largest decline in market share between 1984 and 1989. Downtown fashion retailers are probably the most vulnerable to additional suburban shopping centre competition. Because of the large number of apparel stores operating in the market, sales levels for individual retailers have not been as strong as in past years. Secondly, because the largest ancillary component of most regional shopping centres is apparel/accessories, the fashion tenants will collectively have the largest impact on the existing retail structure. We would also add that in recent years, traditional department stores have re-organized their inventories in favour of a much stronger line of apparel merchandise. For these reasons, proposals for new regional shopping centres should be evaluated with careful attention to their proposed fashion component, particularly with regard to their impact on downtown retail facilities.

APPENDIX I

THE RETAIL ENVIRONMENT

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THE RETAIL ENVIRONMENT

The current dichotomy in the retail environment and particularly in the shopping centre development industry can be expressed in these two alternative philosophical approaches:

A. The retail industry is mature; overstoring is widespread; future growth and new opportunities will be rare, and each available project will be fought over and ultimately divided between several interests.

B. The retail industry is constantly evolving; changes in consumer expenditure patterns and desires create a great number of new opportunities. High growth rates and profitability can be achieved by knowledgeable innovators.

Although there appears to be an unbridgeable difference between these two alternatives, they do in fact both reflect current development trends. There are certainly many more shopping centres available to consumers than there used to be in the past. But they have in reality replaced other retail distribution modes.

The overall retail structure is almost always in equilibrium as long as it remains relatively free to respond to market needs. There has not been a period in the recent past when consumers had money but were unable to spend it because there were insufficient retail facilities. If this basic precept is acknowledged, then one must conclude that all new retail space is built based on the expectation of market growth or because a new and improved or more effective and efficient method of retail distribution has been found.

It is therefore important to recognize the underlying major forces defining shopping patterns. These are:

1. Price/Value
2. Convenience/Accessibility
3. Shopping Experience.

There will be continued need for all three as separate and distinct approaches. Occasionally, price and convenience can be combined but rarely, if ever, all three. There is a basic conflict between price/convenience on one side and shopping experience on the other.

Price/Value

Retail developments where the main attraction is the price of merchandise must achieve above average merchandise turnover rates which produce greater efficiencies in their financing and operating cost structure and/or relatively low operating expenses. Increases in sales can be generated through superior promotional efforts. Low operating expenses can reflect inexpensive premises or secondary locations. The growth in the size of supermarkets, the discount store phenomenon, and Power Centres or the frequently called "category killers", reflect this approach. Although the concept of "value" is sometimes discussed in a different context, i.e. not only related to price, in the final analysis, the price of most merchandise items is the single largest component of any value analysis. Typical examples of stores that fall into this category include discount stores and large-scale, single purpose outlets such as Toys-R-Us or the Brick. In the U.S.A., factory outlet malls would be included in this category as well. Due to the differences in regional vs. national manufacturers and retailers, between the U.S. and Canada, the factory outlet concept has not proved successful in Canada to date.

Convenience/Accessibility

This retail mode reflects daily or short-terms needs, usually related to merchandise with a relatively low unit cost or items carrying standardized prices. Typical examples are jug milk stores or LCBO outlets.

Shopping Experience

Shopping experience is the single largest factor in the success of super-regional, regional and specialty shopping centres. It is indispensable for fashion shopping. It is required for the satisfaction of customers whose shopping has progressed from essential to discretionary expenditures.

An enrichment of the shopping experience can be achieved, in part, by size of facilities and selection of tenants, amenities provided, atmosphere created, architectural treatment and complementary facilities including entertainment, leisure, recreation, sports facilities, cultural, social and institutional uses. In Ottawa, the closest examples to this type of retail facility would include Rideau Centre and Bayshore.

Canadian developers pioneered leisure and entertainment additions to shopping centres in the early 1980's. West Edmonton Mall in Edmonton, Alberta, Woodbine Centre in Toronto, and Les Galeries de la Capital in Quebec City were some of the early prototypes. Despite doubts expressed about their longevity, they still exist and seem to prosper. These developments have set themselves apart by being unique and creating a one-of-a-kind centre in their market area. Their retail sales success is not only based on the demand generated by their local trade area but is in part dependent on tourist traffic. New developments of this type in the future could include theme parks, more extensive cultural and educational facilities as well as high-tech, interactive features as complements to the traditional retail outlets.

Nevertheless, it is well to remember that the retail development industry will reflect the enthusiasm for occasional fads which appear to supersede all previous distribution methods. A good example of this are the so called "Festival Markets". For some years, this concept was eagerly copied in many North American municipalities. What the Rouse Company pioneered successfully in Boston and Baltimore met with disappointment when tried in some of the smaller towns. By now, "Festival Market" has become a concept to be avoided. This does not mean, however, that the function of a "Festival Market" would be an inappropriate component under the right circumstances and market conditions. What it does, however, signify is that such a concept by itself is not a generator of volume for which there is no demand.

Future Demographic Implications For Retail

The population is maturing. The median age of the Canadian population is now well above 30 years and increasing. This will cause a significant shift in the retail focus away from youth and towards the requirement of a "middle age" market. The baby boom generation has been absorbed into the labour pool and female participation rates are near their upper limits. This results in multi-earner households which are relatively cash rich but time poor.

Labour shortages in the retail sector, particularly at the entry level, will require the employment of the less skilled, increases in compensation and increases in employee benefits, particularly day-care facilities. There will be a greater use of technology in the retail industry to compensate for labour shortages which in turn will call for changes in the level and type of education for potential future employees.

The most underserved retail market includes older age groups. There has to be a radically different approach to serving these customers who are as diverse as any other age group. They are frequently classified as belonging to one of the three following groups:

A. Go-Go;
B. Slow-Go; and
C. No-Go;

Each of these has different requirements which are neither well researched nor well understood at this time by retailers or developers.

Mature, well-educated shoppers have a large spectrum of needs which calls for an increase in niche marketing. They also demand better service and product quality to be purchased in a "hassle-free" environment.

Tenant Mix Implications

The typical shopping centre customer is more often than not a female. In fact, research indicates that only 25% - 35% of shopping centre customers are males. This is in part a result of the existing tenant mix which heavily favours merchandise required by women. This tendency reflects traditional attitudes, particularly the time when women were not employed outside the home as frequently as today and when they were responsible for most family shopping. With female participation rates in the labour force approaching those of males, this is no longer the case. The retail centre which develops a better store mix to attract both female and male customers will prosper. This will likely lead to remerchandising of some of the existing malls.

Another approach to successful retailing deals with the greater recognition of the changing age structure. As noted earlier, the maturing of the baby-boom generation will require changes in merchandise/services and tenant mix. However, of even greater importance are the service and retail requirements of the older age groups which are increasing dramatically. There is little empirical knowledge of the actual requirements of this growing customer base but it will no doubt enjoy a much greater attention by new and existing commercial developments in the future.

It has become customary in the past 3 - 5 years to develop regional shopping centres in Canada without supermarkets. Furthermore, in many cases, supermarkets included in earlier centres are now leaving these developments and set up shop, frequently in larger premises, on fringe properties of regional shopping centres. The customer traffic and service infrastructure, particularly the road system, makes the proximity of regional shopping centres an attractive location for major food stores as well as service and convenience outlets. Such stores do not need to be attached to a mall where they would incur expenses of no direct benefit to their sales success.

Future Trends

The high rent requirements for new facilities will encourage the redevelopment of older centres enjoying a lower cost structure or lower land (book) values. The greater intensification of densities for most existing retail developments is becoming economically attractive to many owners. This will continue to exert pressure on planning authorities to relax density restrictions due to the superior economics of modernization and expansions vs. totally new developments.

In general, the Canadian department store industry is overcoming its inefficiencies and most chains are or will be profitable in the near future. There will continue to be regional difficulties as for example the recent closing of Simpson stores in Montreal and the shaky future of Woodwards in western Canada. Nevertheless, the speed of new store development will not likely change for the full-line, traditional stores such as Eaton's, The Bay and Sears. However, both Zellers and Sears, with its smaller store program, will continue to be very active in new developments. Whether or not free trade between the U.S. and Canada will foster the entry of a U.S. department store remains uncertain.

Due to very high land costs in central cities, high-rise retail developments have occurred in several U.S. and Canadian cities, including San Francisco, Chicago and Montreal. We do not expect this to occur in Ottawa during the near future.

The European "Hypermarket" phenomenon has finally arrived in the U.S. with mixed success to date. It is unlikely that this will become a significant feature in the Canadian retail spectrum. In fact, the nearest such retail development attempted recently in Canada by Loblaws with their SuperCentre/ SuperStore concept has proven to be unprofitable, particularly in eastern Canada.

Electronic shopping remains on the distant horizon and has not proven viable based on the current technology. Many large-scale tests of this distribution method by North American retailers have been abandoned.

The issue of Sunday shopping is still unresolved in eastern Canadian cities but will likely arise more forcefully in the near future. Although it could influence the amount of retail space, we expect that it will, in fact, cause a reduction in the shopping hours during the balance of the week, thus, resulting more in a redistribution of shopping patterns rather than the supply of new capacity.

There has been increasing speculation about the potential for retail centres without anchor tenants such as department stores or supermarkets which often comprise between one-third and one-half of a total shopping centre. In fact, there are several unanchored centres in Canada but all successful ones are located in central cities or depend to a significant degree on tourist traffic. There will be more projects of this type in the future, particularly in the context of mixed-use developments, frequently including office, institutional services, a hotel, high density residential and retail uses.

The prospect for unanchored retail centres in the suburbs are not encouraging. However, alternative anchors which are different from the traditional department stores or supermarkets will play a much greater role in future developments. These could include outlets such as a large scale toy store, a building or garden centre, an agglomeration of home furnishings, Super Drug stores or a Farmers Market and various groupings of automotive retail and service uses.

The most significant type of new suburban retail centre will comprise a grouping of category specialists. For example, there could be centres designed to serve the need of home improvement, home decorating, repair services and furniture. Another type of establishment could include a garden centre, hobby shops and other recreational tenants. A third alternative may comprise automotive services or an automotive campus.

These types of new centres cannot easily be accommodated in the current planning process because they include neither department stores nor supermarkets. On the other hand, they should not be treated as traditional highway commercial uses either. Such centres will perform an important new function. The planning framework may need to be changed to accommodate such new uses.

Summary

In summary, price, convenience or shopping experience will distinguish new retail developments in the future. Demographic implications such as significant changes in the age structure, the balance of the labour force participation rates between males and females and the shortage of time will have major tenant mix implications in existing and new retail developments. New service standards have to be provided for older population groups. Opportunities for new developments, higher densities, expansions and modernizations will continue to arise not only to accommodate the expected net growth in expenditure, but to serve different needs, frequently in more specialized premises.

APPENDIX J

THE SIZE OF REGIONAL SHOPPING CENTRES IN THE RMOC

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THE SIZE OF REGIONAL SHOPPING CENTRES IN THE RMOC

There are four regional shopping centres in the RMOC at this time with sizes as indicated below:

Rideau Centre	1,216,000 Square Feet
Bayshore	758,000 Square Feet
St. Laurent	628,000 Square Feet
Carlingwood	510,000 Square Feet

A fifth regional shopping centre, Place D'Orleans is under construction. This development is an expansion of a community shopping centre which measures some 250,000 square feet at this time and will be enlarged to approximately 650,000 square feet. The St. Laurent Centre is being modernized and expanded as well and will comprise approximately 830,000 square feet of retail and service space when completed.

The RMOC, in its Official Plan, has placed a size limit on suburban regional shopping centres at 750,000 square feet (i.e. 70,000m^2). Rideau Centre which is located downtown is not affected by this limit. However, the initial limit on the St. Laurent Centre has been increased to 77,000m^2 or about 830,000 square feet. The size of Bayshore varies only marginally from the established limits i.e. less than 1.0%.

The function of a regional shopping centre is to supply the highest level of merchandise selection in a competitive environment. In most Canadian major urban areas, regional shopping centres have at least two department stores as anchor tenants. Their size tends to range between 120,000 and 240,000 square feet gross leasable area (GLA) each.

Within the last few years it has become common for traditional, full-line department stores to require some 140,000 square feet GLA each. Furthermore, many regional shopping centres today include a junior or discount department store as an additional anchor tenant with a store size ranging between 65,000 and 90,000 square feet GLA. Since supermarkets are no longer required in regional malls, and the typical current relationship between anchor tenants and total shopping centre size is about 50:50, there is no doubt that a regional shopping centre comprising 750,000 square feet GLA could fulfill its normal function.

It should be noted, however, that other types of major tenants do wish to be represented in regional shopping centres as well. For example, large-scale fashion stores, such as Brettons, category dominant retailers, e.g. Canadian Tire, entertainment specialists, e.g. cinemas and some service tenants such as health centres are frequently welcome additions to a shopping centre. Furthermore, because of the limited number of full-line department stores in Canada e.g. there are four such companies serving the RMOC, Eaton's, The Bay, Sears and Robinson's-Ogilvy's, it may be preferable to include more than two of these tenants in a regional centre. If this opportunity is unavailable, due to size restrictions, competitive pressures may rise for a second regional centre to serve the same market area because every major store can argue the requirement for market representation and customer service. Alternatively, smaller centres may be developed in the vicinity of the regional mall to accommodate such tenants and take advantage of the regional mall customer draw. This frequently develops into an undesirable, almost unavoidable growth of all types of commercial facilities near major centres. The quality of such developments tends to be inferior to that found in a regional mall.

In Canada there are 38 shopping centres with more than 750,000 square feet GLA, with about one-half of these being located in Ontario. This type of shopping centre is also well developed in the U.S. For example, there are 51 regional centres with more than 750,000 square feet GLA in the State of New York and 107 in California. A similar trend is evident in other states. In fact, based on a recent survey, there are 628 shopping centres in the U.S. with more than 800,000 square feet gross leasable area. In the U.S., the term "Super Regional" shopping centre has been coined. This generally refers to a centre with more than 750,000 square feet GLA and at least three major department store tenants. In that country one can find super regional shopping centres with six or more department stores as anchor tenants.

There does not appear to be a market justification in terms of establishing a arbitrary size limit for a regional shopping centre. However, we recognize that a municipality may wish to achieve specific planning goals which can be assisted by placing limitations on the size of suburban regional shopping centres. Such planning goals could include:

1. A balanced level of retail services throughout the region.

2. The development of multi-use employment centres reflecting public transit investments.

3. The protection of the dominance of downtown as the single largest retail concentration.

In summary, we would recommend that the size of a suburban regional shopping centre be based on the market it can serve and on planning such goals such as those indicated above as well as density limitations, height restrictions and access constraints. Each site should be judged on its own merits. In fact, it may be appropriate to limit the size of some centres, even if they are performing a regional function, to well below 750,000 square feet GLA.

APPENDIX K

DEFINITION OF TERMS

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The following definitions have been prepared in order to acquaint the reader with terms which may appear new or unusual as used in this report. They have been included in order to avoid misunderstandings of the various items or methodology discussed in this analysis.

Trade Area

The geographic area of influence from which a retail development could expect to derive the major portion of its total sales volume is defined as its trade area or market area. The remaining sales are normally derived from persons living beyond the delineated borders such as tourists, persons in transit, or local employees. Trade area boundaries consist frequently of socio-economic, man-made, or natural barriers such as railway lines or rivers, although the influence of competitive retail facilities, where applicable, or driving times are also important factors considered in the establishment of trade area boundaries.

Per Capita Income

Per capita income as used in this report represents average total personal income before tax as defined by Statistics Canada. Per capita income data in this study reflects National Income and Expenditure Account Statistics, which are prepared regularly for all provinces. Trade area income data is based on the results of the 1986 Census of Canada, which reports 1985 income data. Recent changes as reflected by Taxation Statistics, published by Revenue Canada, have been consulted to estimate 1989 levels.

Effective Competition

This term refers to that portion of total sales at a retail facility or cluster which is obtained from trade area residents only. The remaining sales would be attributable to inflow.

TABLE K-1

CALCULATION OF DEPARTMENT STORE TYPE MERCHANDISE (DSTM)
ONTARIO, 1986[1]

Store Category	Percentage of Category Included	Total Sales Included ($000's)
Department Store		$4,838,187
General Merchandise Stores		$1,351,584
General Stores		$241,693
Variety Stores		$383,778
Men's Clothing		$577,467
Women's Clothing		$1,179,884
Family Clothing		$558,561
Specialty Shoe Stores		$98,256
Family Shoe Stores		$434,321
Hardware Stores		$378,962
Household Furniture Stores		$633,695
Household Appliance		$266,865
Furniture, TV, Radio and Appliance		$461,230
Pharmacies, Patent Medicine and Cosmetics		$2,316,323
Books and Stationery		$303,952
Florists		$220,488
Jewellery Stores		$415,964
Sporting Goods and Accessories[2]	71.3%	$464,917
Personal Accessories		$976,415
All Other Stores[2]	42.7%	$2,920,216
TOTAL DSTM		$19,022,758
1986 Population		9,113,515[3]
Ontario Per Capita DSTM Expenditure		$2,087

SOURCE: Larry Smith & Associates Ltd.

1) Statistics Canada, Retail Trade (Publication 63-005), March 1986.
2) Excludes non-DSTM store types.
3) Statistics Canada, Census of Canada, 1986.

Gross Leasable Area (GLA)

This is the total floor area designed for tenant occupancy and exclusive use, including basements, mezzanines and upper floors, if any, expressed in square feet and measured from the centre line of joint partitions and from outside wall faces. Gross leasable area is that area on which tenants pay rent; it is the area producing income. GLA lends itself readily to measurement and comparison. Because of this feature, GLA has been adopted by the shopping centre industry as its standard for statistical comparison.

Department Store Type Merchandise (DSTM)

DSTM as used in this report includes all merchandise typically carried by Canadian department stores or by specialty stores selling similar merchandise. In estimates dealing with future volume potential, the merchandise which is not carried by department stores, such as new and used cars, alcoholic beverages, fuel, etc., must be eliminated because market appeal and sales factors in these categories are normally substantially different from those items which are carried by department stores.

Table K-1 illustrates the calculation of DSTM expenditures as derived from current Statistics Canada, Retail Trade Publications for the Province of Ontario. It will be noted from this table that in 1986, DSTM as defined amounted to $2,087 per capita.

Residual Method of Study

Under the residual method of calculating retail volume potential, only that portion of total potential which is not being adequately served by existing stores is recognized. It should be indicated, however, that the residual approach does not necessarily maximize the opportunity for a specific major retailer, because factors other than those included in the residual approach must be considered in the overall market strategy of a major retailer.

APPENDIX L

RETAIL/SERVICE STORE CLASSIFICATION BY TYPE

APPENDIX L
NUMERICAL CODES
RETAIL/SERVICE STORE CLASSIFICATION BY TYPE

FOOD STORES

CODE	STORE TYPE
1	Supermarket
2	Superstores
3	Grocery
4	Jug Milk
5	Box Stores (eg. Valdis)
6	Bakery
7	Candy/Nut
8	Green Grocer
9	Meat/Fish
10	Deli
11	Cheese
12	Health Food
13	Other Food

DSTM: GENERAL MERCHANDISE

CODE	STORE TYPE
14	Traditional Department Stores
15	Discount Department Store
16	General Merchandise (eg. Bi-Way, Bargain Harolds, Stedmans, Nabour)
17	Mail Order (eg. Sears)
18	General Store
19	Variety

DSTM: APPAREL/ACCESSORIES

CODE	STORE TYPE
20	Mens/Boys Wear
21	Ladies Wear
22	Childrens Wear
23	Family Wear
24	Unisex Wear
25	Mens Shoes
26	Ladies Shoes
27	Childrens Shoes
28	Family Shoes
29	Lingerie
30	Hosiery
31	Maternity
32	Millinery
33	Furrier
34	Fabric
35	Wool
36	Bridal
37	Accessories/Other Apparel (eg. Ties)

DSTM: HOUSEHOLD FURNISHINGS

CODE	STORE TYPE
38	Hardware
39	Furniture
40	Household Appliances
41	Electrical Supply
42	Furniture/TV/Radio/Appliances
43	Paint/Glass/Wallpaper
44	TV Sales/Service
45	TV/Radio/Stereo
46	China/Glassware/Kitchenware
47	Floor/Curtains/Upholstery/ Interior Decorating
48	Linen/Bath
49	Picture Frame
50	Antique
51	Piano/Organ
52	Record Store
53	Sewing Machine
54	Lighting
55	Video
56	Other Household Furnishings

DSTM: DRUGS/COSMETICS

CODE	STORE TYPE
57	Drug Stores
58	Cosmetics

DSTM: OTHER SPECIALTY DSTM

CODE	STORE TYPE
59	Books/Stationary
60	Cards
61	Florist
62	Jewellery
63	Sporting Goods/Apparel
64	Bicycles
65	Tobacco/News
66	Gift/Novelty
67	Camera/Photo Supply
68	Luggage/Leather Goods
69	Toy/Hobby
70	Music Stores (eg. Instruments)
71	Opticians
72	Pets/Pet Supply
73	Artists Supply
74	Art Galleries
75	Coin/Stamp
76	Key
77	Arts and Crafts
78	Catalogue (eg. Consumers Distributing)
79	Garden Centre
80	Other Specialty DSTM

OTHER RETAIL: SELECTED AUTOMOTIVE

CODE	STORE TYPE
81	Tires/Batteries/Automotive Accessories
82	Home & Auto Supply (eg. Canadian Tire)
83	Specialty Repair

OTHER RETAIL: LIQUOR/BEER/WINE

CODE	STORE TYPE
84	Liquor
85	Beer
86	Wine (not wine making)

OTHER RETAIL: HOME IMPROVEMENT

CODE	STORE TYPE
87	Home Improvement Stores

SERVICES: EATING/DRINKING

CODE	STORE TYPE
88	Restaurants (Licenced)
89	Restaurants (Not Licenced)
90	Fast Food
91	Donuts/Cookies/Muffins
92	Ice Cream/Yogurt
93	Cafeterias

SERVICES: OTHER

CODE	STORE TYPE
94	Beauty/Hair
95	Barber
96	Dry Cleaning (Plant)
97	Dry Cleaning (Pickup)
98	Laundry
99	Shoe Repair
100	Travel Agent
101	Photographer
102	Health/Tanning Salon
103	Bank/Trust Company
104	Theatre/Cinema
105	Amusement Arcade
106	Bowling/Billiards
107	Repair Service
108	Dental/Medical
109	Real Estate
110	Insurance
111	Legal
112	Brokerage
113	Accounting
114	Post Office
115	Telephone Store
116	Library
117	Other Services